



## Antecedents and Consequences of Brand Equity

A Comparative Study between Apple and Samsung Smartphones' Users

المسببات والنتائج المترتبة على قيمة العلامة التجارية: دراسة مقارنة بين مستخدمي هواتف أبل وسامسونج.

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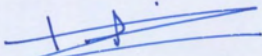
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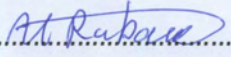
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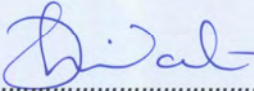
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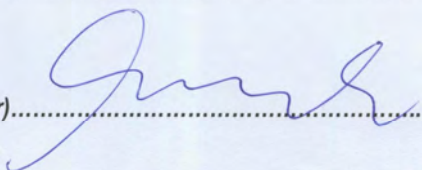
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*To begin, I would like to express my whole hearted and sincere gratitude to Dr. Laith Rubaiee for his guidance, time, and patience, for supporting me and this thesis during every stage of its development.*

*I would like to extend my special thanks to my family, without whose encouragement and support I wouldn't have been here completing my degree's final requirements.*

## Dedication

This thesis is dedicated to my father, my hero, who has always believed in me and supported me, whose generosity is unlimited. I thank him for making all my dreams come true.

My mother, who would give up anything to make sure her children have the best of everything. I am thankful for all her unconditional love and kindness.

My sister; Hadeel, my two brothers; Wajdi and Tarek, and my nephew; Zaid, having them in my life is a bliss.

A special friend who has helped me tremendously through the years; Dr. Rawan Yaqoub.

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## Abstract

### Antecedents and Consequences of Brand Equity

#### A Comparative Study between Apple and Samsung Smartphones' Users

##### ***Prepared by***

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The main objective of this study is to investigate the effect of smartphones' brand equity on the relationship between customer experience, customer value and competitive advantage according to Apple, and Samsung Smartphones' users. The study sample chosen as a purpose sample that consists of Apple's smartphones' users and Samsung's smartphones' users in Amman capital amounted (385) respondents from Jordanian citizens. A questionnaire was conducted for both Apple and Samsung Smartphones' users. The conceptual model was operationalized by a structural equation model. The Statistical Package for Social Sciences (SPSS) 20 and Amos 20 were used to analyze and examine the hypotheses.

Furthermore, the study came up with some results for both Apple and Samsung Smartphones, such as that customer experience has a significant positive direct effect on customer value, brand equity, and competitive advantage at level ( $\alpha \leq 0.05$ ). Customer value (economic value; emotional value, social value and functional value) has a significant positive direct effect on brand equity and competitive at level ( $\alpha \leq 0.05$ ). Brand equity has a significant positive direct effect on competitive advantage at level ( $\alpha \leq 0.05$ ). Also, both Apple and Samsung Smartphones' customer experience and customer value have a significant positive

indirect effect on competitive advantage through brand equity as a mediator at level ( $\alpha \leq 0.05$ ), and there is no difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage, and Samsung Smartphones' customer value, brand equity and competitive advantage at level ( $\alpha \leq 0.05$ ).

According to these results, the study made some recommendations for managers; such as focusing on the importance of putting the customer at the heart of the concerns of the senior management of Apple and Samsung Smartphones' and put it into account in future Apple and Samsung Smartphones' plans. Also, it is important to focus on maintaining a continuous communication with the customers through the preparation of studies and scientific research, meeting the needs, and considering that the customer acquisition is value for Apple and Samsung Smartphones. Another recommendation is to focus on creating a strong customer experience and a strong customer value in order to build brand equity and have a competitive advantage over other competing products. On the other hand, future studies should focus on investigating brand equity in other fields and its effect on the relationship with other variables as a mediator.

## ملخص

"المسببات والنتائج المترتبة على قيمة العلامة التجارية: دراسة مقارنة بين مستخدمي هواتف أبل وسامسونج."

إعداد

داليا هشام مصطفى الوزني

إشراف

الأستاذ الدكتور ليث سلمان الربيعي

الهدف الرئيسي من هذه الدراسة هو دراسة تأثير قيمة العلامة التجارية للهواتف الذكية على العلاقة بين تجربة العملاء وقيمة العملاء والميزة التنافسية وفقا لمستخدمي هواتف أبل الذكية ومستخدمي هواتف سامسونج الذكية ". واختيرت عينة الدراسة من عينة الغرض التي تتكون من مستخدمي هواتف أبل الذكية ومستخدمي هواتف سامسونج الذكية في العاصمة عمان وتمثلت ب (385) مستخدم من المواطنين الأردنيين. أجري استبيان من مستخدمي هواتف أبل الذكية ومستخدمي هواتف سامسونج الذكية. تم تفعيل النموذج المفاهيمي من خلال نموذج المعادلة الهيكلية واستخدم كل من 20 (SPSS) و 20 (Amos) لتحليل وفحص الفرضيات.

وعلاوة على ذلك، جاءت هذه الدراسة ببعض النتائج لكل من هواتف أبل وسامسونج الذكية، مثل أن تجربة العملاء لديها تأثير مباشر ايجابي كبير على قيمة العملاء وعلى قيمة العلامة التجارية وعلى الميزة التنافسية. وأن قيمة العملاء (القيمة الاقتصادية؛ والقيمة العاطفية؛ والقيمة الاجتماعية؛ والقيمة الوظيفية) لديها تأثير مباشر ايجابي كبير على قيمة العلامة التجارية وعلى الميزة التنافسية. وأن قيمة العلامة التجارية لديها تأثير مباشر ايجابي كبير على الميزة التنافسية. وأن كل من تجربة العملاء وقيمة العملاء لديهما تأثير غير مباشر ايجابي كبير على الميزة التنافسية من خلال قيمة العلامة التجارية كوسيط. وأخيراً، أنه ليس هناك فرق بين تجربة العملاء، وقيمة العملاء، وقيمة العلامة التجارية، والميزة التنافسية للهواتف أبل الذكية، وتجربة العملاء، وقيمة العملاء، وقيمة العلامة التجارية، والميزة التنافسية للهواتف سامسونج الذكية.

## CHAPTER ONE

### Study General Framework

(1-1): Preface

(1-2): Study Problem and Questions

(1-3): Study Objectives

(1-4): Study Significance

(1-5): Study Model and Hypotheses

(1-6): Study Limitations

(1-7): Study Terms and Operational Definitions



## (1-1): Preface

When buying a product, the customer goes through a process which starts with recognizing a need, then gathering information, then evaluating the available alternatives, then making a purchasing decision, and finally post-purchasing behavior towards the bought product. Telecommunication companies, such as Apple and Samsung, keep on creating new features in their smartphones that make the customer feel the need to have a new smartphone that have these new features. Companies try to maintain a strong customer experience and a strong customer value so that the customer does not have to evaluate the other alternatives and stick to the company's product and be loyal to its brand.

For any telecommunication company, profit margin and outperforming its competitors are the main focus. To outperform the competitors the company has to establish and grow a competitive advantage which allows it to generate greater sales and retain more customers than its competitors. Growing a competitive advantage means establishing a superior business position to similar companies. This research focuses on the brand equity, and how it affects the relationship between customer experience, customer value and competitive advantage. Having a well-known brand name that is superior and recognized by customers gives the company a competitive advantage. The value of the consumer perception of the brand name of a product or a service is the brand equity. In order to increase the brand equity a company has to

establish a long term relationship that is important to provide a positive customer experience, and establish customer value by providing benefits from the product or the service that are worth the costs; to create a brand loyalty to the consumers mindset. This research focuses on brand equity of smartphones; which are high-involvement products so there is a serious impact on customer experience; customers purchasing smartphones' decisions are based on their experiences.

This research focuses on the brand equity, and how it affects the relationship between customer experience, customer value and competitive advantage.

## (1-2): Study Problem and Questions

It is important to identify the major practice in marketing field in companies. Many researchers suggested that the brand equity, customer experience, customer value in many organizations enable them to attain competitive advantage. Most previous research did not constrain on the relationship mechanism, which is that brand equity plays a mediating role between customer experiences, customer value and competitive advantage. Depending on these ideas, the researcher can present the study problem through question as follows:

**Question One:** To what extent is there a positive direct effect of smartphones' customer experience on customer value (economic value, emotional value, social value and functional value)?

**Question Two:** To what extent is there a positive direct effect of smartphones' customer experience on competitive advantage?

**Question Three:** To what extent is there a positive direct effect of smartphones' customer value (economic value, emotional value, social value and functional value) on competitive advantage?

**Question Four:** To what extent is there a positive direct effect of smartphones' customer experience on brand equity?

**Question Five:** To what extent is there a positive direct effect of smartphones' customer value (economic value, emotional value, social value and functional value) on brand equity?

**Question Six:** To what extent is there a positive direct effect of smartphones' brand equity on competitive advantage?

**Question Seven:** To what extent is there a positive indirect effect of smartphones' customer experience and customer value on competitive advantage through brand equity as a mediator?

**Question Eight:** Is there a difference between Apple Smartphones, and Samsung Smartphones' customer experience, customer value, brand equity and competitive advantage?

## (1-3): Study Objectives

This study aims to identify the effect of smartphones' brand equity on the relationship between customer experience, customer value and competitive advantage according to Apple, and Samsung smartphones' users through the following objectives:

- Determine the direct effect of smartphones' customer experience on customer value.
- Determine the direct effect of smartphones' customer experience on competitive advantage
- Determine the direct effect of smartphones' customer value on competitive advantage
- Determine the direct effect of smartphones' customer experience on brand equity.
- Determine the direct effect of smartphones' customer value on brand equity.
- Determine the direct effect of smartphones' brand equity on competitive advantage
- Investigate the indirect effect of smartphones' customer experience, and customer value on competitive advantage through brand equity as a mediator.
- Investigate the difference between Apple and Samsung Smartphones' customer experience, customer value, brand equity and competitive advantage.

## (1-4): Study Significance

The study derives its significance from the importance of the variables that it is dealing with, and summed up the importance of this through the following facts:

1. Formulating the significance of the study in two dimensions, theoretical represented by a philosophical perspective, to achieve a competitive advantage compared with rival phones used in the Jordanian environment. The second is to provide a practical and embodied what could serve the smartphones' companies achieve competitive advantage in the long run.
2. The significance of this study lies in its attempt to provide information base that can be employed in the smartphones' companies in order to cope with current and future changes, to update their methods of work and their structures, and to increase their effectiveness.
3. In the context of rapid environmental changes the smartphones' companies under study must keep up with these changes and rapid response to customer orders.

## (1-5): Study Model and Hypotheses

Figure (1-1) shows the study proposed model which indicates there is a direct effect of customer experience on customer value, brand equity and competitive advantage. It also indicates that there is a direct effect of customer value on brand equity and competitive advantage, and it indicates that there is an indirect effect of the two

independent variables; customer experience and customer value, on the dependent variable; the competitive advantage, through the mediate variable; which is the brand equity.

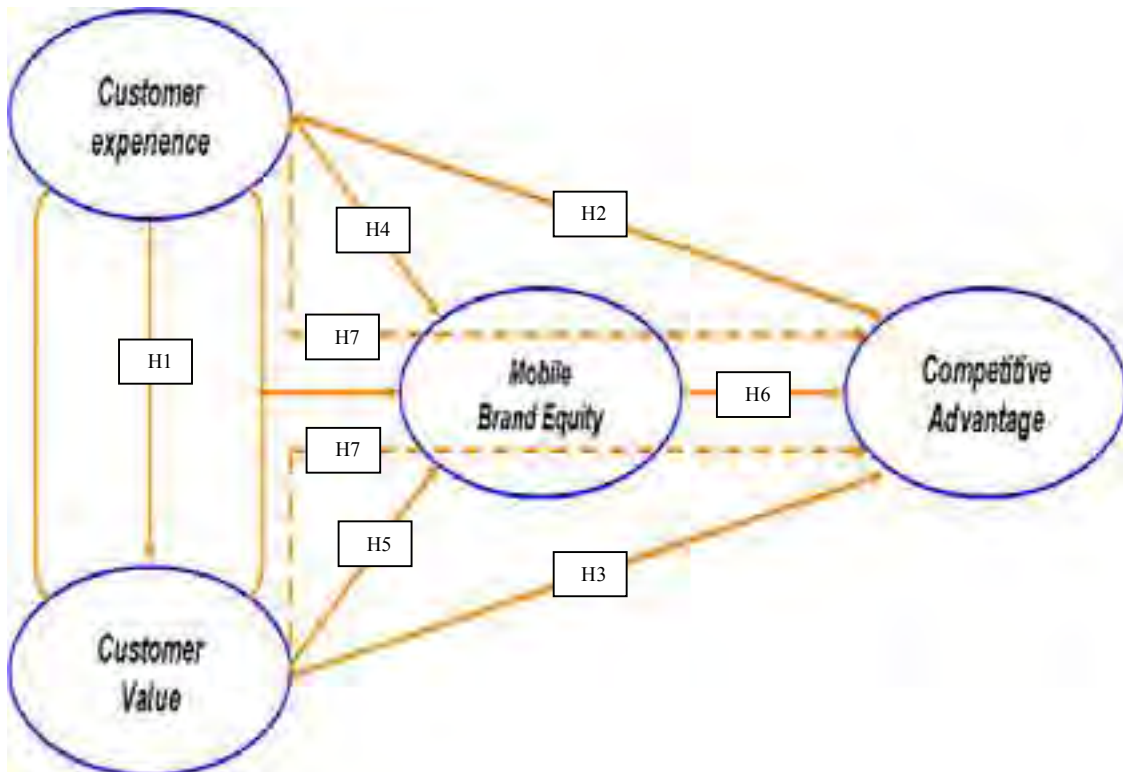


Figure (1 – 1)

Study Model

Based on the study problem and questions, the following research hypotheses were formulated:

**HA<sub>1</sub>:** There is a positive direct effect of smartphones' customer experience on customer value at level ( $\alpha \leq 0.05$ ).

**HA<sub>2</sub>:** There is a positive direct effect of smartphones' customer experience on competitive advantage at level ( $\alpha \leq 0.05$ ).

**HA<sub>3</sub>:** There is a positive direct effect of smartphones' customer value (economic value, emotional value, social value and functional value) on competitive advantage at level ( $\alpha \leq 0.05$ ).

**HA<sub>4</sub>:** There is a positive direct effect of smartphones' customer experience on brand equity at level ( $\alpha \leq 0.05$ ).

**HA<sub>5</sub>:** There is a positive direct effect of smartphones' customer value (economic value, emotional value, social value and functional value) on brand equity at level ( $\alpha \leq 0.05$ ).

**HA<sub>6</sub>:** There is a positive direct effect of smartphones' brand equity on competitive advantage at level ( $\alpha \leq 0.05$ ).

**HA<sub>7</sub>:** There is a positive indirect effect of smartphones' customer experience and customer value on competitive advantage through brand equity as a mediator at level ( $\alpha \leq 0.05$ ).

**HA<sub>8</sub>:** There is a difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage, and Samsung Smartphones' customer value, brand equity and competitive advantage at level ( $\alpha \leq 0.05$ ).



## (1-6): Study Limitations

**Human Limitations:** The scope of study dealt with a purpose sample in Amman - Jordan in the year 2014/2015.

**Place limitations:** Amman – Jordan.

**Time Limitations:** The year 2014.

**Scientific Limitations:** Measuring customer experience depended on (Sheng & Teo, 2012: 139 - 146). Measuring customer value depended on (Yang & Peterson, 2004: 799 - 822). Measuring brand equity also depended on (Sheng & Teo, 2012: 139 - 146). Finally, it was depended on (Bratić, 2011: 2-13) to measure the competitive advantage.

## (1-7): Study Terms and Operational Definitions

**Customer Experience:** a set of interactions between a customer and a product, a company, or any part of an organization, which provokes a reaction (Sheng & Teo, 2012: 139 - 146)

**Customer Value:** a consumer's perception of net benefits gained in exchange for the costs incurred in obtaining the desired benefits (Chen & Dubinsky, 2003: 325)

**Competitive Advantage:** the organization's ability to attract customers, build prestige for the organization or its products, increase perceived value by customers, and achieve their satisfaction, which is also the ability to provide variety value to the

customer (Sigalas, et..al, 2013: 322).

**Brand Equity:** a set of brand assets and liabilities linked to a brand, its name and symbol that adds to or subtracts from the value provided by a product or service to a firm or the firm's customer (Smutkupt, et..al, 2012: 542).

## CHAPTER TWO

### Literature Review and Previous Studies

(2-1): Literature Review

(2-1-1): Preface

(2-1-2): Customer Experience

(2-1-3): Customer Value

(2-1-4): Brand Equity

(2-1-5): Competitive Advantage

(2-2): Study Contribution to Knowledge

## (2-1): Literature Review

### (2-1-1): Preface

Mobile services, such as short messaging service, mobile data service, and contactless m-payment, have significant potential in serving customers in wireless environments. The rapid proliferation of mobile devices including mobile phones, web-enabled personal digital assistants, and other handheld computers is resulting in the growth of such items at an astonishing rate.

Consistent with what has already been, the second chapter is divided into six points. The first; customer experience, second; customer value, third; brand equity, fourth; competitive advantage, and the fifth; the study contribution to knowledge.

### (2-1-2): Customer Experience

The literature in marketing, retailing and service management historically has not considered customer experience as a separate construct. Instead researchers have focused on measuring customer satisfaction and service quality (Langerak, et.al, 2007).

The customer experience originates from a set of interactions between a customer and a product, a company, or part of its organization, which provoke a reaction. This experience is strictly personal and implies the customer's involvement at different levels rational, emotional, sensorial, physical, and spiritual (Gentile, et.al, 2007). One definition is that customer experience is the internal and subjective

response customers have to any direct or indirect contact with a company. Direct contact generally occurs in the course of purchase, use, and service and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with representatives of a company's products, service or brands and takes the form of word-of-mouth recommendations or criticisms, advertising, news reports, reviews and so forth (Meyer & Schwager, 2007).

Berry, et..al., (2002) defined customer experience as a set of cues that includes both functional and emotional components. The authors argue that the emotional components are stimulated by 'mechanics' – clues emitted by things, and 'humanics' – clues emitted by people. They also claim that customer experience occurs at different stages i.e. long before customers transact with a company, during their dealings with the company, and in their assessment afterwards.

Prahalad and Ramaswamy (2004) indicated that customer experience involves co-creating their own unique experience with the company.

Gentile, et..al., (2007) believed that customer experience is a new lever to create value for both company and customer and a good experience must holistically and consistently involve a person at different levels.

Verhoef, et..al., (2009) found that the customer experience construct is holistic in nature and involves the customer's cognitive, affective, emotional, social and physical responses. Jain and Bagdare (2009) defined customer experience as "the sum total of feelings, perceptions and attitudes formed during the entire process of decision making

and consumption chain, involving an integrated series of interactions with people, objects, processes and environment”.

The customer experience’s goals are to satisfy both, the company and the customer resulting to win-win situation. Retailers have noticed that their profits and success are often depending on the little things that matter e.g. easy interactions with customer, consistency of messages, channels of purchase and shop semblance. Furthermore listening to the customer needs and feedback is important (Grewal, et..al., 2009). The customer satisfaction is regarded as primary determining factor for customer to revisit the store and buying decisions are influenced by the total perceived experience of the consumption (Jain & Bagdare, 2009).

In terms of mobile domain, consumers consider both hedonic and utilitarian product attributes. Customer experience has traditionally been positioned as a moderator in the relationship between product attributes and brand equity. However, because product attributes may make communication difficult, interaction becomes a key factor that determines the nature of customer experience designs. This view implies that product attributes affect brand equity through their effects on the design of customer experience. The extant research has paid little attention to these different perspectives of the role of customer experience. The moderating view suggests that product attributes are inherently valuable, so that customer experience determines the strength of their effect on brand equity. In contrast, the mediating view suggests that product attributes are not inherently valuable and that the product attributes could affect

brand equity through their effects on customer experience. If the role of customer experience is that of a mediator rather than a moderator, we may need to reevaluate our stance toward the role of product attributes in brand equity (Sheng & Teo, 2012).

The elements of experiential marketing differ from traditional marketing. The traditional marketing consider customer as a rational decision makers while experiential marketing view they also as emotional individuals. Experiential marketing methods are wide-ranging, while traditionally those have been more analytical and verbal. Experiential consumption is a holistic experience that will lead to customer experience instead of evaluation of features or benefits of the product consumed (Schmitt, 1999).

Helkkula (2011) classified experiences based on the processes or on the outcome. As a process-based characterization the experience is concentrated on the physical elements that are utilized at the moment of actual experience. An outcome-based characterization of experience includes several variables or characteristics, which conjoins together eventually forming the experience. Furthermore, Helkkula (2011) said, “The focus is not on an individual person, but on the aggregated service experience of multiple respondents.” Likewise Jain and Bagdare (2009) considered customer experience as an interactive phenomenon; however they claim the results being a state of pleasure or displeasure of an individual.

When putting the experience into the business context the company has several choices on how to bring the experience to the customer. The company can create the product to express the experience or enhance the service so that it can be regarded as



being an experience or the experience can be created as an entity itself (Kenttamaa, 2014).

However, Roberts and Alpert (2010) claimed that when designing an experience the key focus should be on the total package. The experience should align all the resources and activities of the company as a unified plan. The whole is greater than the sum of its parts. The experience requires a participation of a customer and experiences are individual in nature. These characteristics define the experience and its measurability. Three reasons the experience economy has developed are (Knutson, et..al., 2006.):

- 1) New technology that enables innovative experience creating.
- 2) More demanding customers.
- 3) Intense competition. Everyday practices are changing into more experiential as for example; instead of filter coffee customers seek for festive types of coffee. The companies have therefore detected a need to create more value to the customers in the form of experiences.

Each consumer has independent goals and they shop for different reasons. Regardless of the goals every customer establishes an experience. The same environment may produce different outcomes depending on the customers' goals. (Puccinelli, et..al., 2009.).

The outcomes of customer experience strategies are different and the experiences are different among customers, not even to mention different every time for

the same customer. Likewise attitude of a customer is not predicted to be stable over time and as a result of recalling the experience the attitude is “weighted towards selected elements of the overall experience” (Palmer, 2010).

Palmer (2010) also pointed that the problem is that nobody actually seems to know what the customer experience is. A customer experience is specific to time and location in the context of a specific event. So how it could be measured or even managed? Although he agrees that customer experience management is probably here to stay, but nevertheless he posed that management of experience might be difficult to perform in practice. Therefore, he pointed that even the word “experience” is paradox since as a verb it describes a process of learning and as a noun it emphasizes novelty and the lack of predictability.

According to Meyer and Schwager (2007), to understand the customer experience a company must deconstruct it into its components. Only after that it could be measurable. Thus a few tools have been created to measure the experience since many researchers called for it in the last decade.

Though, Gentile, et.al., (2007) formed holistic customer experience and identify six experiential components: a sensorial component (sense); emotional component (feel); cognitive component (think); pragmatic component; lifestyle component (act); and relational component (relate).

According to Klaus and Maklan (2012), measuring of customer experience has more aspects than measuring just customer satisfaction as an indicator of the

experience. It should be measured as an overall perception by customer and should be based on overall value in use. Measuring should also include customer emotions and peer influences. As known, the experience begins before and continues after the encounter with the firm, so the experience should be assessed alongside of all other encounters in all channels. An ideal measure should link directly to customer behavior and business performance.

An appropriate way to measure customer experience is to assess customers' perceptions of experience. The subjective response differs between judges, but commonly the customers use the same criteria in evaluation (Parasuraman, et..al., 1988). Both utilitarian and emotional dimensions enhance the perceived retail experience. It has also been noticed that there are no significant differences in terms of determinants with regard to socio-demographic variables (Jain & Bagdare 2009).

Every customer is able to evaluate his or her own experience from his/her own basis (Basil & Basil 2009). However, Kim, et..al., (2011) measuring customer experience form Customer Experience Index (CEI), stated that it can be used in three ways:

- 1) Managers can focus their efforts on these recognized dimensions.
- 2) Managers can measure the effectiveness of their customer experience management efforts. Managers can measure how important each of the dimensions are for customers or which are company's strong and weak areas.
- 3) Organizations are able to use holistic model of consumer buying process of which

customer experience index is one out of four components.

### (2-1-3): Customer Value

Roig, et.al., (2006) observed that customer perceived value of high strategic relevance to organization but marketers and researchers are hard-pressed for common operational definition of the term. Customer value and customer perceived value are used interchangeably by scholars and marketers to refer to the value that a customer is said to perceive and derive from product (Woodall 2003).

Yang and Peterson (2004) implied that customer perceived value is rooted in equity theory, a theory that refers to the fairness of an exchange in which the monetary and non-monetary costs of the customers is commensurate to value received from the provider.

According to Chen & Dubinsky (2003), customer value is a consumer's perception of net benefits gained in exchange for the costs incurred in obtaining the desired benefits. In other words, customer value is the fundamental basis for all marketing activity (Yang & Peterson, 2004). Also, customer value can be viewed as an (1) interactive, (2) relativistic, (3) preference and (4) experience (Holbrook, 2005).

The centrality of the dynamics in the customer value literature is apparent from the various definitions of customer value. Customer value may accumulate from terminal values through derived value until lifetime value. Even though value is appropriated by the focal technology or service, value for the customer is expected,

experienced, and/or evaluated through the focal technologies and services in concert with dynamic and strategic customer value activities (Paananen & Seppänen, 2013).

Customer value is the summation of benefits minus the sacrifices entailed in using a product or service. Goodstein & Butz (1998) argued out that price is not the only thing that matters in customer value.

Yang & Peterson (2004) cited monetary and non- monetary sacrifices such as time, effort and energy consumption as the sacrifice the customer make in exchange for benefits. While, Pihlstrom & Brush (2008) named functional, convenience, emotional, social, conditional, and epistemic value as the multiple dimensions of value.

In addition, Roig, et..al., (2009) defined customer value as a construct formed by two parts, one of benefits received (economic, social and relational) and the other of sacrifices made (price, time, effort, risk and convenience) by the customer.

Based on the previous studies, this study adopts four value dimensions that are relevant to mobile service experience – economic, emotional, social and functional value.

**Economic value** is related to perceived economic benefits received in comparison to a monetary cost of the service. Many researchers found a significant role of consumers' perceived monetary value in satisfaction and future decisions (Chen & Dubinsky, 2003).

**Emotional value** refers to the utility derived from the feelings or affective states that a service provider engenders (Sweeney & Soutar, 2001). This emotional value is expected to incorporate consumers' affective responses to service stimuli in a cognitive-

oriented means-end model.

In a retailing context, Sweeney & Soutar (2001) found that emotional value is the strongest predictor of consumers' purchase intention in a particular store.

**Social value** is related to enhancement of social self concept (Sweeney & Soutar, 2001). In the use of technology-driven products or services, social image can be an important factor that affects consumers' decision making. Mobile phones are medium through which users keep social contact (Ling, 2004). Also, consumers consider the possession of a technology-driven device as a symbol of social status as well as a fashion item. In this sense, the display and use of their mobile phones is important for mobile phone users to improve the way of being perceived by others. Hence, social value is expected to play an important role in the context of mobile service usage (Ling, 2004).

**Functional value** refers to how product/service are delivered (Gronroos, 2007). In traditional banking, products and service are usually rendered directly to the customer at fixed periods and location, and involve interpersonal interactions. In internet banking context, products /service are delivered electronically, through the internet channel.

The functional value is therefore conceptualized to include construct of ease of use (Ho and Ko,s, 2008). They defined this in the context of self –service technology as the provision of a clear and simple process that ensure effective and efficient use by customers. Next is the construct usefulness; this refers to the relative advantage of leveraging internet banking (Lichtenstein & Williamson 2006) or the benefits that

accrues to the self –service technology user in terms of accomplishing tasks (Ho and Ko, 2008) such as the ability to print receipts, statement, etc., other conducts include security and privacy (Buys & Brown 2004) and reliability of internet connection and website (Southard & Siau 2004).

## (2-1-4): Brand Equity

Brand equity has many definitions and forms, such as favorable impressions, attitudinal dispositions, and behavioral predilections. A brand is not just a name or symbol and has a capability in it to make value which is known as brand equity in business literatures (Kotler, et..al., 2009)

Brand equity is one of the important business concepts and yet with no common viewpoint among scholars from its emergence in 1980s (Keller, 2008).

Wood (2000) defined brand equity as a set of associations and behaviour on the part of a brand's customers, channel members, and Parent Corporation that permits the brand to earn greater volume or greater margins than it could without brand name.

Also, Ambler, et..al., (2002) defined brand equity as everything existing in the minds of customers and include brand awareness, brand attachment, brand attitude, brand activity, or experience.

On the other hand, Kapfere (2004) tried to define brand equity using financial and customer-based perspective mutually. He argued that brands are one of the



intangible assets but regarded as conditional assets.

Although, Konecnik & Gartner (2007) emphasized the importance of brand image and used it to measure brand equity, Tolba & Hassan (2009) introduced a brand equity model on the basis of the hierarchy of effects model and suggest three components of brand equity: knowledge equity, attitudinal equity, and relationship equity.

Also, Kotler, et..al., (2009) argued that brand equity “should be defined in terms of marketing effects uniquely attributable to a brand”.

While, Smutkupt, et..al, (2012) defined a brand equity as a set of brand assets and liabilities linked to a brand, its name and symbol that adds to or subtracts from the value provided by a product or service to a firm or the firm’s customer.

According to Aaker (1992) brand equity generates value to a firm in several ways. Since brand equity is the differential consumer response to a brand’s marketing mix that a competing brand is not able to stimulate with its marketing mix activities, the management and development of brand equity is important to any brand. A brand that receives favorable consumer response to its marketing activities is said to possess brand equity. Therefore the brand owner is motivated to leverage the brand equity in marketing because it is more capable of influencing the actions of its target group than the competitors (Aaker, 1992 ; Keller, 1993).

In line with the definition of brand equity for smartphone services or smartphone brand equity, brand image also depends on brand awareness, brand association, brand

quality, and brand loyalty (Yoo & Donthu, 2001).

Brand equity is linked with marketing return of investment, since brand equity by definition assumes a more favorable response to marketing activities compared to a competitor's similar activities (Aaker 1992). High brand equity results in stronger and more favorable consumer response to the brand and may generate brand sales (Keller, 1993). It is noteworthy that ignoring the brand and brand equity in marketing while focusing in price offers or continuous sales promotion activities may result in a decrease in positive associations with the brand and ultimately lead to declining sales (Aaker, 1992).

The second value-generating dimension of brand equity is the possibility of influence the pricing of the brand. A brand that is perceived of high quality may be able to command higher prices than its competition or defend its pricing against the pressure of price decrease. Therefore brand equity may enable a brand to have higher margins than competition and result in a better competitive position (Aaker, 1992).

Thirdly, the elements of brand equity can improve consumer loyalty. Perceived quality, brand awareness and brand associations can strengthen consumer preference. Similarly, the elements may reduce consumers' willingness to consider competing brands. Superior brand quality or brand awareness could lead to consumer preference that results in higher probability for a consumer to choose the brand and lower probability for brand switching (Aaker, 1992).

According to Aaker (1991) brand equity is a multi-dimensional construct. The

dimensions are presented in figure (2-1). The dimensions are brand awareness, brand loyalty, perceived quality and brand associations. More favorable and stronger dimensions strengthen the response of the brand's target group to the brand's marketing activities, thus increasing brand equity. On the other hand, low perceived quality, low brand awareness, deteriorating brand loyalty and weak brand associations decrease brand equity of the brand. (Aaker, 1991).

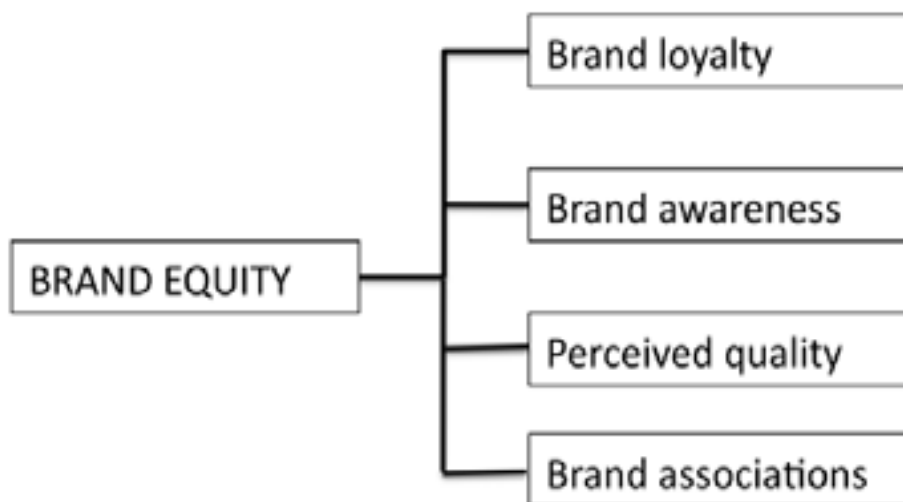


Figure (2-1)

#### Four dimensions of brand equity

Source: Aaker, D (1991), "Managing Brand Equity: Capitalizing on the Value of a Brand Name", Free Press, New York, NY: 15

**Brand loyalty** appears both as consumers' attitude and behaviour towards the brand. Aaker (1992) defined brand loyalty as consumers' brand preference and stable brand usage. Brand loyalty can be seen as consumer attitude towards the brands in a way that the brand is the preferred choice among all options (Yoo, et.al., 2000).

**Brand awareness** is the ability of consumers to recognize and recall the brand in a certain product category (Aaker, 1991).

**Perceived quality** is the general belief of consumers about the quality and superiority of the brand compared to competing products.

**Brand associations** are beliefs, thoughts and images about the brand (Aaker, 1991).

Hamzaoui, et..al., (2011) represented a model of the main dimensions of brand equity, which are brand image and brand quality. The model is shown in figure (2-2). Both brand image and brand quality can be found in the brand equity models of Aaker and Keller. Hamzaoui, et..al., (2011) approach is adopted for its simplified nature and fit with the research questions.

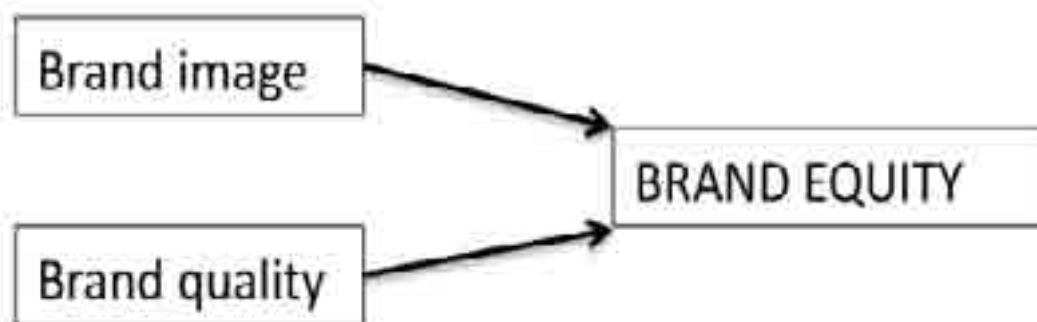


Figure (2-2)

### Two dimensions of brand equity

Source: Hamzaoui-Essoussi, L.; Merunka, D. and Bartikowski, B. (2011), "Brand Origin and Country of Manufacture Influences on Brand Equity and the Moderating Role of Brand Typicality", *Journal of Business Research*, Vol.64, No.9: 973-978.

Grönroos (2007) defined brand image as the image of the good, or service, which is formed in the customer's mind. Keller (2008) defined brand image as stakeholder's perceptions of and preferences for a brand that can be measured by the various types of brand associations held in memory.

According to Kapferer (2012) brand image is on the receiver's side and brand identity is on the sender's side. The goal of brand identity is to specify brand's meaning, aim and self-image and communicate that same image to consumers.

## (2-1-5): Competitive Advantage

In recent years, the concept of competitive advantage has been a focus of discussions in business strategy. There are plenty of statements about competitive advantage but an exact definition is elusive. Competitive advantage in the strategy literature indicates the common theme is value creation. However, there is not much agreement on value to whom and when.

According to one school of thought, value is created by favourable terms of trade in product markets, where sales revenues exceed costs. Another school of thought holds that advantage is revealed by "super-normal" returns. A third school of thought relates advantage to stock market performance (Rumelt, 2003).

Historically, competitive advantage is a theory that seeks to address some of the criticisms of comparative advantage. Michael Porter proposed the theory in 1990.

Competitive advantage theory suggests that states and businesses should pursue policies that create high-quality goods to sell at high prices in the market. Porter emphasizes productivity growth as the focus of national strategies. Competitive advantage rests on the notion that cheap labor is ubiquitous and natural resources are not necessary for a good economy. The other theory; competitive advantage, can lead countries to specialize in exporting primary goods and raw materials that trap countries in low-wage economies due to terms of trade. Competitive advantage attempts to correct for this issue by stressing maximizing scale economies in goods and services that garner premium prices (Porter, 1990).

A firm is said to have a competitive advantage when it is implementing a value creating strategy not simultaneously being implemented by any current or potential player. (Clulow, et.al, 2003).

Rumelt (2003) defined competitive advantage as sustained over normal returns. Imperfectly mobile resources that are specialized to the firm can be a source of competitive advantage because any Ricardian or monopoly rents generated by the asset will not offset fully by accounting for the asset's opportunity cost.

Foss & Knudsen (2003) defined competitive advantage as strictly positive differential profits in excess of opportunity costs that are sustained in equilibrium, where the relevant differentials may be inter-industry as well as intra-industry.

Also, Grahovac & Miller (2009) defined competitive advantage as the cross sectional differential in the spread between product market demand and marginal cost.

However, Coyne (1986) suggested three conditions that must be met for competitive advantage:

- 1) Customers must perceive differences between the attributes of one firm's product/service and those of its competitors.
- 2) The difference is the result of a capability gap between the firm and its competitors.
- 3) That the difference in attributes and the capability gap are expected to continue over time.

## (2-2): Study Contribution to Knowledge

To clarify what distinguishes the current study from previous studies, some comparisons have been made, which are presented as follows:

1. Previous studies have focused on one relationship between two variables, some focused on the relationship between customer experience and customer value. Some focused on the relationship between customer experience and brand equity. Some focused on the relationship between brand equity and competitive advantage, etc. While this study focuses on the relationship among four variables; customer experience, customer value, brand equity and competitive advantage, by investigating the mediating effect of brand equity between the antecedents (customer experience and customer value) as independent variables and the consequences (competitive advantage) as a dependent variable.
2. Concerning the environment, all studies have been mainly conducted in American, European and South Asian countries. In contrast, the current study was carried in an Arabian environment in Jordan.
3. This study focuses on smartphones by doing a comparative study between Apple and Samsung.



## CHAPTER THREE

### Method and Procedures

(3-1): Preface

(3-2): Study Methodology

(3-3): Study Population and Sample

(3-4): Demographic Variables of the Study Sample

(3-5): Study Tools and Data Collection

(3-6): Statistical Treatment

(3-7): Validity and Reliability

### (3-1): Preface

In this chapter the researcher will describe in detail the methodology used in this study, and the study population and its sample. Next, the researcher will design the study model and explain the study tools and the way of data collections. After that, the researcher will discuss the statistical treatment that is used in the analysis of the collected data. In the final section the validation of the questionnaire and the reliability analysis that is applied will be clearly stated.

### (3-2): Study Methodology

Empirical data were collected and analyzed through a quantitative investigate approach. This approach was chosen because the current study was concerned with testing the validity and discerning the suitability of the constructed evaluatory model.

Investigation research was deemed the most suitable technique of measuring the quantitative data (Neuman, 2003). Leedy and Ormrod (2005) defined Investigation research as research include gathering of information about the subject of the object to be measured from the members of the study sample and analyzing their responses to a set of predetermined questions.

This study is causality, quantitative in nature, aiming to develop a better understanding of the relationships among the current study variables. More specifically, the study intends to empirically investigate the direct and indirect effect

of customer experience and customer value on competitive advantage through brand equity as mediators. The research design chosen for the study is the survey research.

### (3-3): Study Population and Sample

This study population consisted of Jordanian citizens at Amman capital. The study sample will be a purpose sample which will consist of Apple's Smartphones' users and Samsung's Smartphones' users in Amman capital.

After distributing (400) questionnaires for Apple's smartphones' users and Samsung's smartphones' users in Amman capital, a total of (394) answered questionnaires were retrieved, of which (9) were invalid, Therefore, (385) answered questionnaires from students were valid for study. (184) questionnaires were answered by Apple Smartphones' users, and (201) questionnaires were answered by Samsung Smartphones' users.

### (3-4): Demographic Variables of the Study Student Sample

Tables (3-1) ; (3-2) ; (3-3) ; (3-4) ; (3-5) ; (3-6) and (3-7) shows the demographic variables of the study sample (gender; age; qualification; income level; nature of work; the use of the Smartphone and type of phone currently used).

Table (3-1)

Descriptive the Gender of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
Gender	Male	152	39.5
	Female	233	60.5
<i>Total</i>		385	100%

Table (3-1) clarify the gender of the Student study sample, that (39.5%) of the study sample were male and (60.5%) of the study sample were female

Table (3-2)

Descriptive the Age of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
Age	19 Years or less	25	6.5
	From 20 – 29 Years	270	70.1
	From 30 – 39 Years	12	3.1
	From 40 – 49 Years	66	17.1
	From 50 – 59 Years	10	2.6
	60 Years or greater	2	0.5
<i>Total</i>		385	100%

Table (3-2) shows that the (6.5%) of the sample range aged 19 years or less, (70.1%) of the sample range aged between 20 – 29 years, (3.1%) of the sample range aged between 30 – 39 years, (17.1%) of the sample range aged between 40 – 49 years, (2.6%) of the sample range aged between 50 – 59 years, and finally, (0.5%) of the sample range aged 60 years or greater.

Descriptive analysis of the Qualification in the table (3-5) shows that (4.2%) of the study sample have High School degree or below, (6.8%) of the study sample have Diploma, (75.1%) of the study sample have BSc, (12.7%) of the study sample have Master Degree or High Diploma, and finally, (1.3%) of the study sample have PhD.

Table (3-3)

Descriptive the Qualification of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Qualification</i>	High School or below	16	4.2
	Diploma	26	6.8
	BSc	289	75.1
	Master or High Diploma	49	12.7
	PhD	5	1.3
<i>Total</i>		385	100%

Table (3-4) shows that (5.5%) of the sample range income level is below average, (64.9%) of the sample range income level is average, (22.1%) of the sample range income level is relatively high, (6.8%) of the sample range income level is high, and finally, (0.8%) of the sample range income level is very high.

Table (3-4)

Descriptive the Income Level of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Income Level</i>	Below Average	21	5.5
	Average	250	64.9
	Relatively High	85	22.1
	High	26	6.8
	Very High	3	0.8
<i>Total</i>		385	100%

Descriptive analysis of the Nature of Work in the table (3-5) shows that (15.6%) of the study sample are students, (31.4%) of the study sample work in the service sector, (19.2%) of the study sample are Practitioners, (23.1%) of the study sample have private business, and finally, (10.6%) of the study sample are unemployed.

Table (3-5)

Descriptive the Nature of Work of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Nature of Work</i>	Student	60	15.6
	Service Sector	121	31.4
	Practitioner	74	19.2
	Private Business	89	23.1
	Unemployed	41	10.6
<i>Total</i>		385	100%

Table (3-6) shows that (88.3%) of the sample are always using Smartphones, (8.1%) of the sample are often using Smartphones, (2.3%) of the sample are sometimes using Smartphones, (0.5%) of the sample are rarely using smartphones, and finally, (0.8%) of the sample are using smartphones for the first time.

Table (3-6)

Descriptive the Use of Smartphones of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Using Smartphones</i>	Always	340	88.3
	Often	31	8.1
	Sometimes	9	2.3
	Rarely	2	0.5
	First time	3	0.8
<i>Total</i>		385	100%

Table (3-7) clarify the type of phone currently used; (47.8%) of the study sample were Apple Smartphones' users, and (52.2%) of the study sample were Samsung Smartphones'users.

Table (3-7)

Descriptive the Type of Phone Currently Used of the sample

<i>Variables</i>	<i>Categorization</i>	<i>Frequency</i>	<i>Percent</i>
<i>Type of Phone Currently Used</i>	Apple	184	47.8
	Samsung	201	52.2
<i>Total</i>		385	100%

### (3-5): Study Tools and Data Collection

The current study is of two folds, theoretical and practical. In the theoretical aspect, the researcher relied on the scientific studies that are related to the current study. Whereas in the practical aspect, the researcher relied on descriptive and analytical methods using the practical manner to collect, analyze data and test hypotheses.

The data collection, manners of analysis and programs used in the current study are based on two sources:

1. Secondary sources: books, journals, and theses to write the theoretical framework of the study.
2. Primary source: a questionnaire that was designed to reflect the study objectives and questions.

The data collected for the model were through questionnaires. After conducting a thorough review of the literature pertaining to study variables, the researcher formulated the questionnaire instrument for this study.

The questionnaire instrumental sections are as follows:



Section One: **Demographic Variables**. The demographic information was collected with closed-ended questions, through (7) factors (gender; age; qualification; income level; nature of work; using smartphones and type of phone currently used).

Section Two: **Customer Experience**. This section measured the customer experience through (11) items, from (1 to 11).

All items of customer experience were measured on a Likert-type scale as follows:

Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

Section Three: **Customer Value**. This section measured the customer value through (4) dimensions (economic value; emotional value; social value and functional value); (12) items as follows:

<b>Customer Value</b>	Economic Value	Emotional Value	Social Value	Functional Value
<b>No. of items</b>	3	3	3	3
<b>Items Arrangement</b>	12 - 14	15 - 17	18 - 20	21 - 23

All items of Customer Value were measured on a Likert-type scale as follows:

Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

Section Four: **Brand Equity**. This section measured the brand equity through (8) items, from (24 to 31).

All items of brand equity were measured on a Likert-type scale as follows:

Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

Section Five: **Competitive Advantage**. This section measured the sustainability of the competitive advantage through (2) dimensions (Quality and Innovation); (6) items as follows:

<b>Competitive Advantage</b>	Quality	Innovation
<b>No. of items</b>	3	3
<b>Items Arrangement</b>	32 - 34	35 - 37

All items of Customer Value were measured on a Likert-type scale as follows:

Strongly disagree	Disagree	Somewhat disagree	Neutral	Somewhat agree	Agree	Strongly agree
1	2	3	4	5	6	7

## (3-6): Statistical Treatment

The data collected from the responses of the study questionnaire were used through *Statistical Package for Social Sciences (SPSS Ver.21)* & *Amos Ver.21* for analysis and conclusions. Finally, the researcher used the suitable statistical methods that consist of:

### *(3-6-1): Descriptive Statistics Methods*

- *Percentage and Frequency.*
- *Arithmetic* to identify the level of response of study sample individuals to the study variables.
- *Standard Deviation* to Measure the responses spacing degree about Arithmetic Mean.
- Relative importance, assigned due to:
  - The Low degree from 1- less than 3
  - The Medium degree from 3 – less than 5
  - The High degree from 5 and above

### *(3-6-2): Inference Statistics Methods*

- Cronbach Alpha reliability ( $\alpha$ ) to measure strength of the correlation and coherence between questionnaire items.
- Variance Inflation Factor and Tolerance to make sure that there are no Multicollinearity between independent variables.
- Multiple Regression analysis to measure the effect of customer value on competitive advantage and on brand equity.
- Simple Regression analysis to measure the effect of customer experience on customer value, competitive advantage and brand equity individually as well as to measure the effect of brand equity on competitive advantage
- Path Analysis using Structural Equation Model to test the direct and indirect effect of smartphones' customer experience and customer value on competitive advantage through brand equity.

## (3-7): Validity and Reliability

### *(3-7-1): Validation*

To test the questionnaire for clarity and to provide a coherent research questionnaire, a macro review that covers all the research constructs was thoroughly performed by academic reviewers from Middle East University specialized in faculty and practitioners Business Administration, Marketing. Some items were added, while others were dropped based on their valuable recommendations. Some others were reformulated to become more accurate to enhance the research instrument. The academic reviewers are (4) and the overall percentage of respond is (100%).

### *(3-7-2): Study Tool Reliability*

Cronbach's alpha, was used to determine the internal consistency reliability of the elements comprising the four constructs as suggested by Gregory (2004). Reliability should be (0.60) or higher to indicate adequate convergence or internal consistency (Sekaran & Bougie, 2010: 184). These results are the acceptable levels as suggested by (Sekaran & Bougie, 2010: 184). The results were shown in Table (3-8).

Table (3-8)  
Reliability of Questionnaires Dimensions

No.	Variable	Dimensions	No of items	Cronbach's alpha Value
1	<b>Customer Experience</b>		11	0.795
2	<b>Customer Value</b>		12	0.885
	(2-1)	<i>Economic Value</i>	3	0.786
	(2-2)	<i>Emotional Value</i>	3	0.766
	(2-3)	<i>Social Value</i>	3	0.840
	(2-4)	<i>Functional Value</i>	3	0.743
3	<b>Brand Equity</b>		8	0.780
4	<b>Competitive Advantage</b>		6	0.782
	(4-1)	Quality	3	0.727
	(4-2)	Innovation	3	0.732

## CHAPTER FOUR

### Analysis Results & Hypotheses Test

(4-1): Preface

(4-2): Descriptive analysis of study variables

(4-3): Analysis of the adequacy of the data to test the study hypotheses

(4-4): Study Hypotheses Test

## (4-1): Preface

According to the purpose of the research and the research framework presented in the previous chapter, this chapter describes the results of the statistical analysis for the data collected according to the research questions and research hypotheses. The data analysis includes a description of the Means, Standard Deviations for the questions of the study; Simple, Multiple Regression analysis and path analysis.

## (4-2): Descriptive analysis of study variables

### (4-2-1): *Customer Experience*

To describe and analyze the level of difference between the customer experience of the study samples (Apple and Samsung Smartphones' users), the researcher uses mean and standard deviations between the study samples (Apple and Samsung Smartphones' users), as shown in the table (4 - 1).

Table (4-1); according to the opinions of study samples (Apple and Samsung Smartphones' users); indicates that the items value of customer experience from both Apple Smartphones' users and Samsung Smartphones' users' perspective were generally high. As the study sample from Apple Smartphones' users indicates that the customer experience obtained high level with totally mean (5.335) compared with the study sample from Samsung Smartphones' users that indicates the customer experience obtained high level with totally mean (5.275) with standard deviation (0.796) and (0.763) respectively. As can be seen from the table (4 – 1) that the means for



customer experience ranging from (4.451 – 6.375) from the Apple Smartphones' users perspective and (4.472 – 6.248) from the Samsung Smartphones' users study samples perspective. It ranked first item "***It is easy and comfortable to use this smartphone***" with mean (6.375) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (6.248). The item "***The smartphone used tries to be emotional***" on the eleventh and final ranked with mean (4.451) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (4.472).

Table (4 - 1)

Mean and standard deviations for Customer Experience between the study samples (Apple and Samsung Smartphones' users)

No.	Customer Experience	<i>Apple Smartphones' users</i>			<i>Samsung Smartphones' users</i>		
		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
1	The smartphone used tries to excite my senses	5.478	1.173	High	5.288	1.194	High
2	The smartphone used tries to be emotional	4.451	1.556	Medium	4.472	1.469	Medium
3	The smartphone used tries to be affective	5.722	1.307	High	5.517	1.208	High
4	The smartphone used tries to stimulate my curiosity	5.391	1.258	High	5.233	1.228	High
5	The smartphone used causes me to think creatively	4.782	1.502	Medium	4.706	1.482	Medium
6	The smartphone used tries to make me think about my lifestyle	4.826	1.554	Medium	4.626	1.566	Medium
7	The smartphone used tries to remind me of the activities I can do	5.543	1.338	High	5.462	1.322	High
8	The smartphone used tries to make me think about bonds	4.798	1.560	Medium	4.870	1.594	Medium
9	I can relate to other people through this smartphone	5.891	1.267	High	5.935	1.212	High
10	It is easy and comfortable to use this smartphone	6.375	0.902	High	6.248	0.915	High
11	The smartphone used can transfer files as simply and rapidly as a personal computer	5.423	1.491	High	5.666	1.480	High
General Mean and standard deviation		5.335	0.796	High	5.275	0.763	High

#### (4-2-2): *Customers Value*

To describe and analyze the level of difference between the Customers' value of the study samples (Apple and Samsung Smartphones' users), the researcher uses mean, standard deviations between the study samples (Apple and Samsung Smartphones' users), as shown in the table (4 – 2).

##### (4-2-2-1): *Economic Value*

Table (4-2); according to the opinions of study samples (Apple and Samsung Smartphones' users), indicates that the items value of economic value from the Apple Smartphones' users perspective was generally medium compared with the Samsung Smartphones' users perspective that generally medium. As the study sample from Apple Smartphones' users indicates that the economic value obtained medium level with totally mean (4.760) compared with the study sample from Samsung Smartphones' users that indicates the economic value obtained medium level with totally mean (4.958) with standard deviation (1.162) and (1.150) respectively. As can be seen from the table (4 – 2) that the means for Economic Value ranging from (4.043 – 5.369) from the Apple Smartphones' users' perspective and (4.870 – 5.104) from the Samsung Smartphones' users study samples perspective. It ranked first item "**Smartphone service is a good service for the price**" with mean (5.369) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.104),. The item "**This smartphone is reasonably priced**" on the third and final

ranked with mean (4.043) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (4.870).

#### (4-2-2-2): **Emotional Value**

Table (4-2); according to the opinions of the study samples (Apple and Samsung Smartphones' users); indicates that the items value of emotional value from the Apple Smartphones' users perspective were generally high, and from the Samsung Smartphones' users perspective were generally high. As the study sample from Apple Smartphones' users indicates that the emotional value obtained high level with totally mean (5.384) compared with the study sample from Samsung Smartphones' users that indicates the emotional value obtained high level with totally mean (5.391) with standard deviation (1.080) and (0.948) respectively. As can be seen from the table (4 – 2) that the means for economic value ranging from (5.179 – 5.733) from the Apple Smartphones' users perspective and (5.209 – 5.716) from the Samsung Smartphones' users study samples perspective. It ranked first item "***This smartphone service would make me want to use it***" with mean (5.733) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.716). The item "***This smartphone would give me pleasure***" on the third and final ranked with mean (5.179) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.209).

**(4-2-2-3): Social Value**

Table (4-2); according to the opinions of the study samples (Apple and Samsung Smartphones' users); indicates that the items value of social value from the Apple Smartphones' users perspective were generally medium and the Samsung Smartphones' users perspective were generally medium too. As the study sample from Apple Smartphones' users indicates that the social value obtained medium level with totally mean (4.442) compared with the study sample from Samsung Smartphones' users that indicates the social value obtained medium level with totally mean (4.250) with standard deviation (1.509) and (1.462) respectively. As can be seen from the table (4 – 2) that the means for social value ranging from (4.369 – 4.538) from the Apple Smartphones' users perspective and (4.094 – 4.422) from the Samsung Smartphones' users study samples perspective. It ranked first item **"Using this smartphone would give its owner social approval"** with mean (4.538) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (4.422). The item **"Using this smartphone would make a good impression on other people"** on the third and final ranked with mean (4.369) from the Apple smartphone users perspective compared with the Samsung Smartphones' users perspective with mean (4.094).

(4-2-2-4): **Functional Value**

Table (4-2); according to the opinions of study samples (Apple and Samsung Smartphones' users); indicates that the items value of functional value from the Apple Smartphones' users' perspective were generally high and the Samsung Smartphones' users' perspective were generally high too. As the study sample from Apple Smartphones' users indicates that the functional value obtained high level with totally mean (5.610) compared with the study sample from Samsung Smartphones' users that indicates the functional value obtained high level with totally mean (5.414) with standard deviation (0.857) and (0.846) respectively. As can be seen from the table (4 – 2) that the means for functional value ranging from (5.298 – 5.771) from the Apple Smartphones' users perspective and (5.074 – 5.587) from the Samsung Smartphones' users study samples perspective. It ranked first item "***This smartphone's software functionality is multiple***" with mean (5.771) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.587). The item "***This smartphone software service as a whole is correct***" on the third and final ranked with mean (5.298) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.074).

Table (4 - 2)

Mean and standard deviations for Customer Value between the study samples (Apple and Samsung Smartphones' users)

No.	Economic Value	<i>Apple Smartphones' users</i>			<i>Samsung Smartphones' users</i>		
		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
1	This smartphone is reasonably priced	4.043	1.553	Medium	4.870	1.368	Medium
2	This smartphone offers value for money	4.869	1.352	Medium	4.900	1.385	Medium
3	smartphone service is a good service for the price	5.369	1.221	High	5.104	1.278	High
General Mean and standard deviation		4.760	1.162	Medium	4.958	1.150	Medium
Emotional Value		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
4	This smartphone service would make me want to use it	5.733	0.991	High	5.716	1.041	High
5	This smartphone would make me feel good	5.239	1.308	High	5.248	1.306	High
6	This smartphone would give me pleasure	5.179	1.465	High	5.209	1.198	High
General Mean and standard deviation		5.384	1.080	High	5.391	0.948	High
Social Value		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
7	Using this smartphone would improve the way I am perceived by others	4.418	1.630	Medium	4.233	1.615	Medium
8	Using this smartphone would make a good impression on other people	4.369	1.683	Medium	4.094	1.716	Medium
9	Using this smartphone would give its owner social approval	4.538	1.622	Medium	4.422	1.610	Medium
General Mean and standard deviation		4.442	1.509	Medium	4.250	1.462	Medium
Functional Value		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
10	This smartphone's software has useful functionality	5.760	1.044	High	5.582	0.976	High
11	This smartphone's software functionality is multiple	5.771	0.906	High	5.587	1.031	High
12	This smartphone software service as a whole is correct	5.298	1.179	High	5.074	1.139	High
General Mean and standard deviation		5.610	0.857	High	5.414	0.846	High

**(4-2-3): Brand Equity**

To describe and analyze the level difference between the study samples (Apple and Samsung Smartphones' users) about the Brand Equity, the researcher uses mean, standard deviations, and Goodness of Fit using Chi<sup>2</sup> standard to check the difference between the study samples (Apple and Samsung smartphone users), as shown in the table (4 - 3).

Table (4-3); according to the opinions of study samples (Apple and Samsung Smartphones' users); indicates that the items value of Brand Equity from the Apple Smartphones' users' perspective were generally high and the Samsung Smartphones' users' perspective were generally high too. As the study sample from Apple Smartphones' users indicates that the Brand Equity obtained high level with totally mean (5.764) compared with the study sample from Samsung Smartphones' users that indicates the Brand Equity obtained high level with totally mean (5.004) with standard deviation (0.861) and (0.909) respectively. As can be seen from the table (4 – 3) that the means for Brand Equity ranging from (5.135 – 6.233) from the Apple Smartphones' users perspective and (3.651 – 5.616) from the Samsung Smartphones' users study samples perspective. It ranked first item "***I am aware of this smartphone's brand***" with mean (6.233) from the Apple smartphone users perspective compared with the Samsung Smartphones' users perspective with mean (5.616). The item "***I will not buy other brands if this smartphone is unavailable at the store***" on the eighth and final ranked



with mean (5.135) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (3.651).

Table (4 - 3)

Mean and standard deviations for Brand Equity between the study samples (Apple and Samsung Smartphones' users)

No.	Brand Equity	<i>Apple Smartphones' users</i>			<i>Samsung Smartphones' users</i>		
		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
1	I consider myself to be loyal to this smartphone's brand	5.587	1.430	High	4.820	1.605	Medium
2	This smartphone would be my first choice	5.875	1.363	High	4.950	1.620	Medium
3	I will not buy other brands if this smartphone is unavailable at the store	5.135	1.825	High	3.651	1.856	Medium
4	I can recognize this smartphone among other smartphones' brands	6.005	1.103	High	5.253	1.257	High
5	I am aware of this smartphone's brand	6.233	1.016	High	5.616	1.194	High
6	Some characteristics of this smartphone come to my mind quickly	6.081	1.075	High	5.532	1.174	High
7	I can quickly recall the symbol or logo of this smartphone's brand	6.005	1.048	High	5.522	1.131	High
8	I have difficulty imagining the brand of this smartphone in my mind	5.195	2.260	High	4.686	1.981	Medium
General Mean and standard deviation		5.764	0.861	High	5.004	0.909	High

#### (4-2-4): **Competitive Advantage**

To describe and analyze the level difference between the study samples (Apple and Samsung smartphone users) about the sustainability of Competitive Advantage, the researcher use mean and standard deviations, as shown in the tables (4 – 4).

##### (4-2-4-1): **Quality**

Table (4-4); according to the opinions of study samples (Apple and Samsung Smartphones' users); indicates that the items value of Quality from the Apple Smartphones' users' perspective were generally high and the Samsung Smartphones' users' perspective were generally high. As the study sample from Apple Smartphones' users indicates that the Quality obtained high level with totally mean (5.264) compared with the study sample from Samsung Smartphones' users that indicates the Quality obtained high level with totally mean (5.013) with standard deviation (1.063) and (0.945) respectively. As can be seen from the table (4 – 4) that the means for Quality ranging from (3.755 – 6.005) from the Apple Smartphones' users perspective and (4.054 – 5.333) from the Samsung Smartphones' users study samples perspective. It ranked first item "***This smartphones is very durable***" with mean (6.005) from the Apple Smartphones' users' perspective compared with the Samsung Smartphones' users' perspective with mean (5.333). The item "***This smartphones competes on quality***" on the third and final ranked with mean (3.755) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (4.054).

(4-2-4-2): *Innovation*

Table (4-4); according to the opinions of study samples (Apple and Samsung Smartphones' users); indicates that the items value of Innovation from the Apple Smartphones' users' perspective was generally high and the Samsung Smartphones' users' perspective were generally high too. As the study sample from Apple Smartphones' users indicates that the Innovation obtained high level with totally mean (5.954) compared with the study sample from Samsung Smartphones' users that indicates the Innovation obtained high level with totally mean (5.565) with standard deviation (0.896) and (0.890) respectively. As can be seen from the table (4 – 4) that the means for Quality ranging from (5.864 – 6.021) from the Apple Smartphones' users perspective and (5.303 – 5.761) from the Samsung Smartphones' users study samples perspective. It ranked first item "***This smartphones offers meet my needs***" with mean (6.021) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.761). The item "***This smartphones is designed well***" on the third and final ranked with mean (5.864) from the Apple Smartphones' users perspective compared with the Samsung Smartphones' users perspective with mean (5.303).

Table (4 - 4)

Mean and standard deviations for the sustainability of Competitive advantage between the study samples (Apple and Samsung smartphone users)

No.	Quality	<i>Apple Smartphones' users</i>			<i>Samsung Smartphones' users</i>		
		Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
1	This smartphones competes on quality	3.755	2.304	Medium	4.054	1.844	Medium
2	This smartphones is highly reliable	6.032	1.168	High	5.651	1.009	High
3	This smartphones is very durable	6.005	1.048	High	5.333	1.163	High
General Mean and standard deviation		5.264	1.063	High	5.013	0.945	High
No.	Innovation	Mean	S.TD	Agreement Level	Mean	S.TD	Agreement Level
4	This smartphones is designed well	5.864	1.213	High	5.303	1.196	High
5	This smartphones offers meet my needs	6.021	1.024	High	5.761	0.934	High
6	This smartphones responds to my demands for new features	5.978	0.928	High	5.631	1.119	High
General Mean and standard deviation		5.954	0.896	High	5.565	0.890	High

### (4-3): Analysis of the adequacy of the data to test the study hypotheses

Before testing the hypotheses of the study, the researcher conducted some tests in order to ensure the adequacy of the data for the assumptions of regression analysis, it was confirmed that there is no high correlation between the independent variables Multicollinearity using the Variance Inflation Factor (VIF) and test Tolerance for each variable of the study variables taking into account the Variance Inflation Factor not to exceed the allowable value (10). And that the Tolerance value greater than (0.05).

Also, the researcher ensured that the data follow the normal distribution by calculating the skewness coefficient, as the data follow a normal distribution if the value of skewness coefficient is less than ( $\pm 1$ ). Table (4-5) shows the results of these tests.

Table (4-5)

Results of Variance Inflation Factor, Tolerance and skewness coefficient

No.	Independent Variables	VIF	Tolerance	Skewness
1	<b>Customer Experience</b>	1.736	0.576	-0.815
2	<b>Customer Value</b>	1.736	0.576	-0.278

Evident from the results listed in Table (4-5) there was no multicollinearity between the independent variables, confirming that the values of Variance Inflation Factor of the dimensions are (1.736 ; 1.736) , respectively, less than (10). As can be seen that the

values of Tolerance are (0.576) which is greater than (0.05). This is an indication that there is no multicollinearity between the independent variables

In addition, to make sure that the data follows a normal distribution, the researcher calculates the Skewness coefficient where the values were less than ( $\pm 1$ ).

#### (4-4): Study Hypotheses Test

In this section, the researcher tests the first eight hypotheses twice; the first time to test the hypothesis from the Apple Smartphones' users' perspectives and the second to test the hypothesis from the Samsung Smartphones' users' perspectives. For the ninth hypothesis, the researcher measures the difference between Apple and Samsung Smartphones' users

***HA<sub>1</sub>***: There is a positive direct effect of smartphones' customer experience on customer value at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of smartphones' customer experience on customer value. As shown in Table (4-6).

Table (4-6)

Simple regression analysis to ensure the effect of the smartphones' customer experience on customer value

		(R)	(R <sup>2</sup> )	F	DF	Sig*	β	T	Sig*
Customer Value	Apple Smartphones' users	0.651	0.424	134.182	1	0.000	0.651	11.584	0.000
					182				
					183				
	Samsung Smartphones' users	0.650	0.423	145.679	1	0.000	0.650	12.070	0.000
					199				
					200				

\* the impact is significant at level ( $\alpha \leq 0.05$ )

Table (4-6) shows that the effect of customer experience on customer value. The regression model achieve a high degree of fit, as reflected by "R" and "R<sup>2</sup>" value (0.651) , (0.424) for Apple Smartphones' users compared with value (0.650) , (0.423) for Samsung Smartphones' users which asserted that (0.424) and (0.423) of the explained variation in customer value can be accounted for customer experience. On the other hand, Table (4-6) for the executive data set indicated the slope value of (0.651) for the regression line for Apple Smartphones' users compared (0.650) for Samsung Smartphones' users. This suggested that for a one unit increase in customer experience



the respective can significantly predict a (0.651) for Apple Smartphones' users and (0.650) for Samsung Smartphones' users increase in customer value. As well as Table (4-6) shows that the analysis of variance of the fitted regression equation is significant with F value of (134.182) for Apple Smartphones' users and (145.679) for Samsung Smartphones' users. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer experience actually effect on customer value with a coefficient of (0.651) for Apple Smartphones' users and (0.650) for Samsung Smartphones' users. Thus, customer experience actually has an effect on customer value. This further supported the first study hypothesis.

***Apple and Samsung Smartphones' Customer Experience has a significant positive effect on Customer Value at level ( $\alpha \leq 0.05$ ).***

**HA<sub>2</sub>:** There is a positive direct effect of smartphones' customer experience on the competitive advantage at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of smartphones' customer experience on competitive advantage. As shown in Table (4-7).

Table (4-7)

Simple regression analysis to ensure the effect of the smartphones' customer experience on competitive advantage

		(R)	(R <sup>2</sup> )	F	DF	Sig*	β	T	Sig*
Competitive Advantage	Apple Smartphones users	0.401	0.161	34.832	1	0.000	0.401	5.902	0.000
					182				
					183				
	Samsung Smartphones users	0.555	0.308	88.715	1	0.000	0.555	9.419	0.000
					199				
					200				

\* the impact is significant at level ( $\alpha \leq 0.05$ )

Table (4-7) shows that the effect of customer experience on competitive advantage. The regression model achieve a high degree of fit, as reflected by “R” and “R<sup>2</sup>” value (0.401) , (0.161) for Apple Smartphones’ users compared with value (0.555) , (0.308) for Samsung Smartphones’ users which asserted that (0.424) and (0.423) of the explained variation in competitive advantage can be accounted for customer experience. On the other hand, Table (4-7) for the executive data set indicated the slope value of (0.401) for the regression line for Apple Smartphones’ users compared (0.555) for Samsung Smartphones’ users. This suggested that for a one unit increase in

customer experience the respective can significantly predict a (0.401) for Apple Smartphones' users and (0.555) for Samsung Smartphones' users increase in competitive advantage. As well as Table (4-7) shows that the analysis of variance of the fitted regression equation is significant with F value of (34.832) for Apple Smartphones' users and (88.715) for Samsung Smartphones' users. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer experience actually effect on competitive advantage with a coefficient of (0.401) for Apple Smartphones' users and (0.555) for Samsung Smartphones' users. Thus, customer experience actually effect on competitive advantage. This further supported the second study hypothesis.

***Apple and Samsung Smartphones' Customer Experience has a significant positive effect on Customer Value at level ( $\alpha \leq 0.05$ ).***

**HA<sub>3</sub>:** There is a positive direct effect of smartphones' customer value (economic value; emotional value; social value and functional value) on competitive advantage at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the effect of the smartphones' customer value on competitive advantage. As shown in Table (4-8).

Table (4-8)

Multiple regression analysis to ensure the effect of the smartphones' customer value on competitive advantage

		(R)	(R <sup>2</sup> )	F	DF	Sig*	β	T	Sig*	
Competitive Advantage	Apple Smartphones' users	0.581	0.338	22.825	4	0.000	Economic Value	0.332	4.749	0.000
					179		Emotional Value	0.315	3.959	0.000
					183		Social Value	0.175	2.422	0.016
							Functional Value	0.160	2.309	0.022
	Samsung Smartphones' users	0.654	0.427	36.534	4	0.000	Economic Value	0.269	4.248	0.000
					196		Emotional Value	0.287	4.380	0.000
					200		Social Value	0.133	2.211	0.028
							Functional Value	0.198	3.221	0.001

\* the impact is significant at level ( $\alpha \leq 0.05$ )

Table (4-8) shows that the effect of smartphones' customer value (economic value; emotional value; social value and functional value) on competitive advantage. The regression model achieve a high degree of fit, as reflected by "R" and "R<sup>2</sup>" value (0.581) , (0.338) for APPLE Smartphones' users compared with value (0.654) , (0.427) for Samsung Smartphones' users which asserted that (0.338) and (0.427) of the explained variation in competitive advantage can be accounted for smartphones' customer value

(economic value; emotional value; social value and functional value). On the other hand, table (4-8) for the executive data set indicated the slope value of (0.332), (0.315), (0.175) and (0.160) for the regression line to Apple Smartphones compared with value (0.269), (0.287), (0.133) and (0.198) for Samsung Smartphones . This suggested that for a one unit increase in smartphones' customer value (economic value; emotional value; social value and functional value) the respective can significantly predict a (0.332), (0.315), (0.175) and (0.160) for Apple Smartphones compared with (0.269), (0.287), (0.133) and (0.198) for Samsung Smartphones increase in competitive advantage. As well as Table (4-8) shows that the analysis of variance of the fitted regression equation is significant with F value of (22.825) for Apple Smartphones and (36.534) for Samsung Smartphones. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer value (economic value; emotional value; social value, and functional value) actually effect on competitive advantage with a coefficient of (0.332) for Economic Value, (0.315) for Emotional Value, (0.175) for Social Value and (0.160) for Functional Value to Apple Smartphones compared with (0.269) for Economic Value, (0.287) for Emotional Value, (0.133) for Social Value and (0.198) for Functional Value to Samsung Smartphones. Thus, customer value (economic value; emotional value; social value, and functional value) actually effect on competitive advantage. This further supported the third study hypothesis.

**Apple and Samsung Smartphones' Customer Value** (Economic Value; Emotional Value; Social Value and Functional Value) **has a significant positive direct effect on competitive advantage at level ( $\alpha \leq 0.05$ ).**

**HA<sub>4</sub>:** There is a positive direct effect of smartphones' customer experience on brand equity at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of smartphones' customer experience on brand equity. As shown in Table (4-9).

Table (4-9)

Simple regression analysis to ensure the effect of the smartphones' customer experience on brand equity

		(R)	(R <sup>2</sup> )	F	DF	Sig*	$\beta$	T	Sig*
Brand Equity	Apple Smartphones' users	0.483	0.234	55.518	1	0.000	0.483	7.451	0.000
					182				
					183				
	Samsung Smartphones' users	0.547	0.299	84.759	1	0.000	0.547	9.206	0.000
					199				
					200				

\* the impact is significant at level ( $\alpha \leq 0.05$ )

Table (4-9) shows that the effect of smartphones' customer experience on brand equity. The regression model achieve a high degree of fit, as reflected by "R" and "R<sup>2</sup>" value (0.483) , (0.234) for Apple Smartphones' users compared with value (0.547) , (0.299) for Samsung Smartphones' users which asserted that (0.234) and (0.299) of the explained variation in brand equity can be accounted for smartphones' customer experience. On the other hand, Table (4-9) for the executive data set indicated the slope value of (0.483) for the regression line for Apple Smartphones' users compared (0.547) for Samsung Smartphones' users. This suggested that for a one unit increase in smartphones' customer experience the respective can significantly predict a (0.483) for Apple Smartphones' users and (0.547) for Samsung Smartphones' users increase in brand equity. As well as Table (4-9) shows that the analysis of variance of the fitted regression equation is significant with F value of (55.518) for Apple Smartphones' users and (84.759) for Samsung Smartphones' users. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer experience actually effect on competitive advantage with a coefficient of (0.483) for Apple Smartphones' users and (0.547) for Samsung Smartphones' users. Thus, smartphones' customer experience actually has an effect on brand equity. This further supported the fourth study hypothesis.

***Apple and Samsung Smartphones' Customer Experience has a significant positive effect on brand equity at level ( $\alpha \leq 0.05$ ).***

**HA<sub>5</sub>:** There is a positive direct effect of smartphones' customer value (Economic Value; Emotional Value; Social Value and Functional Value) on brand equity at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the multiple regression analysis to ensure the effect of the smartphones' customer value on brand equity. As shown in Table (4-10).

Table (4-10)

Multiple regression analysis to ensure the effect of the smartphones' customer value on brand equity

		(R)	(R <sup>2</sup> )	F	DF	Sig*	$\beta$	T	Sig*	
Brand Equity	Apple Smartphones' users	0.610	0.372	26.557	4	0.000	Economic Value	0.156	2.298	0.023
					179		Emotional Value	0.514	6.628	0.000
					183		Social Value	-.103	-1.458	0.147
							Functional Value	0.118	1.753	0.081
	Samsung Smartphones' users	0.577	0.333	24.410	4	0.000	Economic Value	0.129	1.880	0.062
					196		Emotional Value	0.247	3.491	0.001
					200		Social Value	0.199	3.078	0.002
							Functional Value	0.221	3.333	0.001

\* the impact is significant at level ( $\alpha \leq 0.05$ )



Table (4-10) shows that the effect of smartphones' customer value (Economic Value; Emotional Value; Social Value and Functional Value) on brand equity. The regression model achieve a high degree of fit, as reflected by "R" and "R<sup>2</sup>" value (0.610), (0.372) for Apple Smartphones' users compared with value (0.577) , (0.333) for Samsung Smartphones' users which asserted that (0.372) and (0.333) of the explained variation in brand equity can be accounted for smartphones' customer value (Economic Value; Emotional Value; Social Value and Functional Value). On the other hand, Table (4-10) for the executive data set indicated the slope value of (0.156), (0.514) for the regression line to Apple Smartphones compared with value (0.247), (0.199) and (0.221) for Samsung Smartphones. This suggested that for a one unit increase in smartphones' customer value the respective can significantly predict a (0.156), (0.514) for the regression line to Apple Smartphones compared with value (0.247), (0.199) and (0.221) for Samsung Smartphones increase in brand equity. As well as Table (4-14) shows that the analysis of variance of the fitted regression equation is significant with F value of (26.557) for Apple Smartphones and (24.410) for Samsung Smartphones. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that customer value actually effect on brand equity with a coefficient of (0.156) for Economic Value, (0.514) for Emotional Value to Apple Smartphones compared with (0.247) for Emotional Value, (0.199) for Social Value, and (0.221) for Functional Value to Samsung Smartphones. Thus, customer value (economic value; emotional value; social

value and functional value) actually effect on brand equity. This further supported the fifth study hypothesis.

***Apple Smartphones' Customer Value*** (Economic Value and Emotional Value) ***has a significant positive direct effect on brand equity compared with Samsung Smartphones' Customer Value*** (Emotional Value, Social Value and Functional Value) ***that have a significant positive direct effect on brand equity at level ( $\alpha \leq 0.05$ ).***

**HA<sub>6</sub>**: There is a positive direct effect of smartphones' brand equity on competitive advantage at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the simple regression analysis to ensure the effect of smartphones' brand equity on competitive advantage. As shown in Table (4-11).

Table (4-11)

Simple regression analysis to ensure the effect of the smartphones' brand equity on competitive advantage

		(R)	(R <sup>2</sup> )	F	DF	Sig*	β	T	Sig*
Competitive Advantage	Apple Smartphones' users	0.441	0.195	44.031	1	0.000	0.441	6.636	0.000
					182				
					183				
	Samsung Smartphones' users	0.501	0.251	66.551	1	0.000	0.501	8.158	0.000
					199				
					200				

\* the impact is significant at level ( $\alpha \leq 0.05$ )

Table (4-11) shows that the effect of smartphones' brand equity on competitive advantage. The regression model achieve a high degree of fit, as reflected by "R" and "R<sup>2</sup>" value (0.441) , (0.195) for Apple Smartphones' users compared with value (0.501) , (0.251) for Samsung Smartphones' users which asserted that (0.195) and (0.251) of the explained variation in competitive advantage can be accounted for smartphones' brand equity. On the other hand, Table (4 -11) for the executive data set indicated the slope value of (0.441) for the regression line for Apple Smartphones' users compared (0.501) for Samsung Smartphones' users. This suggested that for a one unit increase in smartphones' brand equity the respective can significantly predict a (0.441) for Apple Smartphones' users and (0.501) for Samsung smartphone users increase in competitive advantage. As well as Table (4-11) shows that the analysis of variance of the fitted regression equation is significant with F value of (44.031) for Apple Smartphones' users and (66.551) for Samsung Smartphones' users. This is an indication that the model is a good one. Since the p-value is less than (0.05), it shows a statistically significant relationship between the variables at (0.95) confidence level. The results also indicate that brand equity actually effect on competitive advantage with a coefficient of (0.441) for Apple Smartphones' users and (0.501) for Samsung Smartphones' users. Thus, smartphones' brand equity actually effect on competitive advantage. This further supported the sixth study hypothesis.

***Smartphones' brand equity has a significant positive effect on competitive advantage at level ( $\alpha \leq 0.05$ ).***

**HA<sub>7</sub>**: There is a positive indirect effect of smartphones' customer experience and customer value on competitive advantage through brand equity at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the path analysis to ensure the positive indirect effect of smartphones' customer experience and customer value on competitive advantage through brand equity. As shown in Table (4-12).

From table (4-12) we observe that brand equity has good fitness indicators. For the Apple smartphone the **Chi<sup>2</sup>** was (17.027) at level ( $\alpha \leq 0.05$ ), whereas the **GFI** was (0.957) Goodness of Fit Index approaching to one. On the same side the **CFI** was (0.957) Comparative Fit Index approaching to one, while the **RMSEA** was (0.029) approaching to zero. The Squared Multiple Correlations ( $R^2$ ) was (0.291) for Brand Equity and (0.239) for Competitive Advantage.

For the Samsung smartphone the **Chi<sup>2</sup>** was (18.255) at level ( $\alpha \leq 0.05$ ), whereas the **GFI** was (0.944) Goodness of Fit Index approaching to one. On the same side the **CFI** was (0.909) Comparative Fit Index approaching to one, while the **RMSEA** was (0.035) approaching to zero. The Squared Multiple Correlations ( $R^2$ ) was (0.369) for Brand Equity and (0.246) for Competitive Advantage.

Table (4-12)  
Path analysis test results for the good fitness indicators

		Chi <sup>2</sup>	GFI	CFI	RMSEA	Sig.*	R <sup>2</sup>	
smartphones' customer experience and customer value on competitive advantage through brand equity	Apple Smartphones' users	17.027	0.957	0.927	0.029	0.000	Brand Equity	0.291
							Competitive Advantage	0.239
	Samsung Smartphones' users	18.255	0.944	0.909	0.035	0.000	Brand Equity	0.369
							Competitive Advantage	0.246

**GFI:** Goodness of Fit Index must Proximity to One

**CFI:** Comparative Fit Index must Proximity to One

**RMSEA:** Root Mean Square Error of Approximation must Proximity to Zero

From table (4-13) we observe that brand equity has a mediating effect between the smartphones' customer experience, customer value and competitive advantage. As Apple smartphone direct effect was (0.353) between Customer Experience and Brand Equity, (0.252) between Customer Value and Brand Equity and (0.428) between Brand Equity and Competitive Advantage. Also the Indirect effect was (0.151) between Customer Experience and Competitive Advantage through Brand Equity and (0.108) between Customer Value and Competitive Advantage through Brand Equity. The *T* value calculated coefficient effect of the first path (***Customer Experience*** → ***Brand Equity***) (3.124) which is significant at level ( $\alpha \leq 0.05$ ), the *T* value calculated coefficient effect of the second path (***Customer Value*** → ***Brand Equity***) (4.344) which is significant at level ( $\alpha \leq 0.05$ ), while the *T* value calculated coefficient effect of the third path (***Brand Equity*** → ***Competitive Advantage***) (6.315) which is significant at level ( $\alpha \leq 0.05$ ). Figure (4 – 1) shows the effect value and coefficient to the study variables.

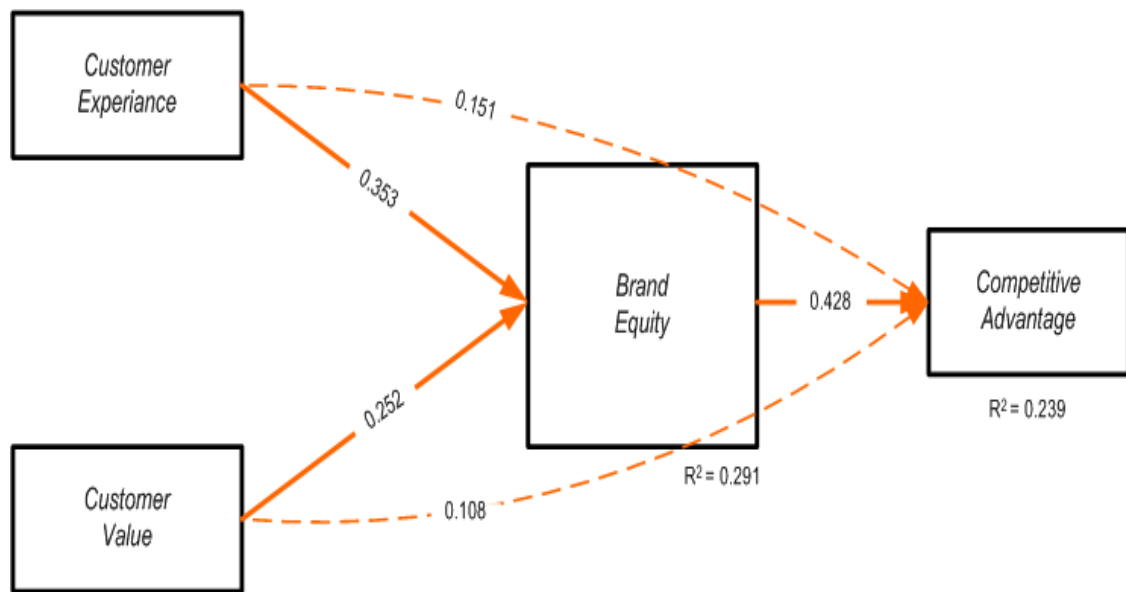


Figure (4 – 1)

Apple Smartphones' effect value and coefficient to the study variables

As Samsung Smartphones' direct effect was (0.275) between customer experience and brand equity, (0.324) between customer value and brand equity and (0.439) between brand equity and competitive advantage. Also the indirect effect was (0.121) between customer experience and competitive advantage through brand equity and (0.142) between customer value and competitive advantage through brand equity. The *T* value calculated coefficient effect of the first path (**Customer Experience** → **Brand Equity**) (4.850) which is significant at level ( $\alpha \leq 0.05$ ), the *T* value calculated coefficient effect of the second path (**Customer Value** → **Brand Equity**) (5.924) which is significant at level ( $\alpha \leq 0.05$ ), while the *T* value calculated coefficient effect of the third path (**Brand Equity** → **Competitive Advantage**) (7.592) which is significant at

level ( $\alpha \leq 0.05$ ). Figure (4 – 2) shows the effect value and coefficient to the study variables.

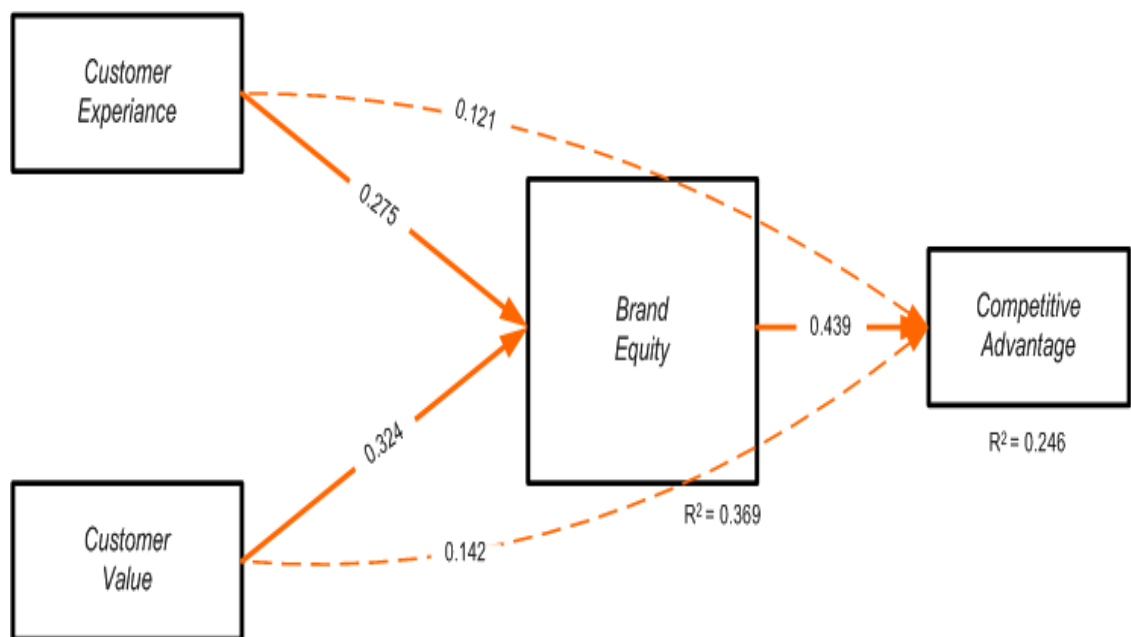


Figure (4 – 2)

Samsung Smartphones' effect value and coefficient to the study variables

This result indicates that brand equity has a mediating effect on the relationship between smartphones' customer experience, customer value and competitive advantage. Thus, accepted the hypothesis that states:

***Smartphones' customer experience and customer value has a significant positive indirect effect on competitive advantage through brand equity as a mediator at level ( $\alpha \leq 0.05$ ).***



Table (4-13)

Path analysis test results of the mediating effect of Brand Equity on the relationship between smartphones' customer experience, customer value and competitive advantage

		Direct Effect		Indirect Effect	Path	T value	Sig.*	
smartphones' customer experience and customer value on competitive advantage through brand equity	Apple Smartphones' Users	Customer Experience on Brand Equity	0.353	<i>CE → BE → CA</i>	<i>CE → BE</i>	3.124	0.002	
				0.151*				
		Customer Value on Brand Equity	0.252	<i>CV → BE → CA</i>	<i>CV → BE</i>	4.344	0.000	
				0.108*		<i>BE → CA</i>	6.315	0.000
	Samsung Smartphones' Users	Customer Experience on Brand Equity	0.275	<i>CE → BE → CA</i>	<i>CE → BE</i>	4.850	0.000	
				0.121*				
		Customer Value on Brand Equity	0.324	<i>CV → BE → CA</i>	<i>CV → BE</i>	5.924	0.000	
					0.142*		<i>BE → CA</i>	7.592

\* Indirect effect is multiplied the values of direct effects to variables **CE**: Customer Experience **CV**: Customer Value **BE**: brand Equity **CA**: Competitive Advantage

**HA<sub>8</sub>**: There is a difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage, and Samsung Smartphones' customer value, brand equity and competitive advantage at level ( $\alpha \leq 0.05$ ).

To test this hypothesis, the researcher uses the Goodness of Fit using Chi<sup>2</sup> standard to ensure the difference between Apple and Samsung Smartphones in the customer experience, customer value, brand equity and competitive advantage, as shown in the table (4 - 14).

Table (4 - 14)

Goodness of Fit using Chi<sup>2</sup> standard to ensure the difference between Apple's and Samsung's smartphone's in the customer experience, customer value, brand equity and competitive advantage

No.	Domain	Apple smartphone users		Samsung smartphone users		Goodness of Fit	
		Mean	Standard Deviation	Mean	Standard Deviation	Chi <sup>2</sup>	Sig*
1	Customer Experience	5.335	0.796	5.275	0.763	1336.486	0.190
2	Customer Value	5.049	0.831	5.003	0.790	1714.367	0.082
3	Brand Equity	5.764	0.861	5.004	0.909	829.944	0.562
4	Competitive Advantage	5.609	0.856	5.289	0.835	549.663	0.088

The results of Goodness of Fit test showed that there is no difference between Apple and Samsung Smartphones in the customer experience, customer value, brand equity and competitive advantage as the values of Chi<sup>2</sup> (1336.486), (1714.367), (829.944) and (549.663) respectively and it is not statistically significant at level ( $\alpha \leq 0.05$ ).

Thus, this further supported the eighth study hypothesis that states:

***There is no difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage, and Samsung Smartphones' customer value, brand equity and competitive advantage at level ( $\alpha \leq 0.05$ ).***

## CHAPTER FIVE

### **Results, Conclusion & Recommendations**

(5-1): Results Discussion and Conclusion

(5-2): Recommendations

## (5-1): Results Discussion and Conclusion

This study raised a number of questions, and developed hypotheses related to the study variables. The study results answered the study questions and came up with the following conclusions:

1. Customer experience from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.
2. Economic value from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally medium.
3. Emotional value from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.
4. Social value from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally medium.
5. Functional value from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.
6. Brand equity from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.
7. Quality from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.
8. Innovation from both Apple Smartphones' users' perspective and Samsung Smartphones' users' perspective were generally high.

9. Apple and Samsung Smartphones' customer experience has a significant positive effect on customer value at level ( $\alpha \leq 0.05$ ).

**This result** agrees with Sheng & Teo (2012) results that utilitarian and hedonic attributes of products affect mobile brand equity through customer experience. And agree with Kim & Choi (2013) results that showed that the relationship between the antecedents of customer experience quality, service outcome quality and peer-to-peer quality, and customer experience quality are moderated by gender.

10. Apple and Samsung Smartphones' customer value (economic value; emotional value; social value and functional value) has a significant positive direct effect on competitive advantage at level ( $\alpha \leq 0.05$ ).

**This result** agrees with Razavi, et.al., (2012) results that found there are significant and positive relationships between service quality and customer perceived value, service quality and customer satisfaction, and customer perceived value and customer satisfaction in these companies. Furthermore, service quality can predict customer satisfaction more than what customer perceived value does.

11. Apple and Samsung Smartphones' customer experience has a significant positive effect on brand equity at level ( $\alpha \leq 0.05$ ).

**This result** agrees with Sheng & Teo (2012) results that found the perceived ease of use, perceived usefulness, entertainment, and aesthetics may not be intrinsic value; their value on mobile brand equity is realized through customer experience

12. Apple and Samsung Smartphones' customer value (economic value, emotional value, social value and functional value) has a significant positive direct effect on brand equity at level ( $\alpha \leq 0.05$ ).

**This result** agrees with Jahanzeb et.al., (2013) results that found that perceived value and corporate credibility fully mediate the relationship between perceived service quality and consumer based brand equity.

13. Apple and Samsung Smartphones' brand equity has a significant positive effect on competitive advantage at level ( $\alpha \leq 0.05$ ).

**This result** agrees with Mourad, et..al., (2011) results that provide partial support for the proposed conceptual model, with image-related determinants of brand equity being far more significant than awareness-related determinants.

14. Apple and Samsung Smartphones' customer experience has a significant positive effect on competitive advantage at level ( $\alpha \leq 0.05$ ).

15. Apple and Samsung Smartphones' customer experience and customer value have a significant positive effect on competitive advantage through brand equity as a mediator at level ( $\alpha \leq 0.05$ ).

16. There is no difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage, and Samsung Smartphones' customer value, brand equity and competitive advantage at level ( $\alpha \leq 0.05$ ).

## (5-2): Recommendations

Based on the results of the study, the researcher suggests the following recommendations:

1. Importance of putting the customer at the heart of the concerns of the senior management of the Apple and Samsung Smartphones' and put it into account in future Apple and Samsung Smartphones' plans. Also, maintaining a great openness to Apple and Samsung Smartphones' customers and building an integrated information system for each customer and uses of sophisticated means in contact with them, such as e-mail systems. In addition to maintaining a continuous communication with customers through the preparation of studies and scientific research, knowledge and meet their needs and consider that the customer acquisition is valuable for Apple and Samsung Smartphones' in order to create a strong customer experience and a strong customer value.
2. Maintaining a strong customer experience and a strong customer value should be the company's top priority. They should also make sure that maintaining an excellent relationship with their customers continues to be a constant process. This will enable the company to sustain a strong brand equity which will help the company possess a competitive advantage over its rivals.
3. Based on the result that there is no difference between Apple Smartphones' customer experience, customer value, brand equity and competitive advantage and Samsung Smartphones' customer experience, customer value, brand equity and competitive advantage from the customers' perspective; Samsung Company is doing a great job



competing on the same level with Apple company in the Smartphones' field and is recommended to keep on the good work. Apple Company is recommended not only to maintain its position, but also to improve it. On the other hand, other Smartphones companies that are competing with Apple and Samsung Companies can benefit from this study to compete on a higher level.

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## APPENDICES

(1): Names of arbitrators

(2): Questionnaire

## Appendix (1)

### Names of arbitrators

No.	Name	Specialization	University
1	Dr, Shafiq Haddad	Marketing	PSU
2	Dr, Ahmad Ali Saleh	Business Administration	MEU
3	Dr, Ali Abas	Business Administration	MEU
4	Dr, Mohamed Khair Abu Zayed	Business Administration	MEU

## Appendix (2)

### Questionnaire

Mr / Ms ..... Greetings

The Researcher aims to carry out a study entitled “*Antecedents and Consequences of Brand Equity: A Comparative Study between Apple and Samsung Smartphone's Users*”. Where the study mainly aims to investigate the antecedents and consequences of the brand equity among users of Apple and Samsung phones.

Student     Dalia Hisham Mustafa AL-Wazani     Supervisor     Prof. Laith Salman AL-Rubaiee

#### Personal and Occupational characteristics of the study sample

<b>(1) Gender</b>			
Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
<b>(2) Age</b>			
19 Years or less	<input type="checkbox"/>	From 20 – 29 Years	<input type="checkbox"/>
From 30 – 39 Years	<input type="checkbox"/>	From 40 – 49 Years	<input type="checkbox"/>
From 50 – 59 Years	<input type="checkbox"/>	60 Years or greater	<input type="checkbox"/>
<b>(3) Qualification</b>			
High School or below	<input type="checkbox"/>	Diploma	<input type="checkbox"/>
BSc	<input type="checkbox"/>	Master or High Diploma	<input type="checkbox"/>
PhD	<input type="checkbox"/>		<input type="checkbox"/>
<b>(4) Income Level</b>			
Below Average	<input type="checkbox"/>	Average	<input type="checkbox"/>
Relatively High	<input type="checkbox"/>	High	<input type="checkbox"/>
Very High	<input type="checkbox"/>		<input type="checkbox"/>
<b>(5) Nature of Work</b>			
Student	<input type="checkbox"/>	Service Sector	<input type="checkbox"/>
Practitioner	<input type="checkbox"/>	Private Business	<input type="checkbox"/>
Unemployed	<input type="checkbox"/>		<input type="checkbox"/>
<b>(6) Using Smartphone's</b>			
Always	<input type="checkbox"/>	Often	<input type="checkbox"/>
Sometimes	<input type="checkbox"/>	Rarely	<input type="checkbox"/>
First time	<input type="checkbox"/>		<input type="checkbox"/>
<b>(7) Type of Phone Currently Used</b>			
Apple	<input type="checkbox"/>	Samsung	<input type="checkbox"/>

Please state your opinion in the following items to determine the extent of agreement in each of the **customer experience** items

No.	Items	Answer alternatives						
		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Neutral</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	The smartphone used tries to excite my senses							
2	The smartphone used tries to be emotional							
3	The smartphone used tries to be affective							
4	The smartphone used tries to stimulate my curiosity							
5	The smartphone used causes me to think creatively							
6	The smartphone used tries to make me think about my lifestyle							
7	The smartphone used tries to remind me of the activities I can do							
8	The smartphone used tries to make me think about bonds							
9	I can relate to other people through this smartphone							
10	It is easy and comfortable to use this smartphone							
11	The smartphone used can transfer files as simply and rapidly as a personal computer							

Please state your opinion in the following items to determine the extent of agreement in each of the **customer value** items

No.	Items	Answer alternatives						
		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Neutral</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
<b>Economic Value</b>								
1	This smartphone is reasonably priced							
2	This smartphone offers value for money							
3	smartphone service is a good service for the price							
<b>Emotional Value</b>								
4	This smartphone service would make me want to use it							
5	This smartphone would make me feel good							
6	This smartphone would give me pleasure							
<b>Social Value</b>								
7	Using this smartphone would improve the way I am perceived by others							
8	Using this smartphone would make a good impression on other people							
9	Using this smartphone would give its owner social approval							
<b>Functional Value</b>								
10	This smartphone's software has useful functionality							
11	This smartphone's software functionality is multiple							
12	This smartphone software service as a whole is correct							

Please state your opinion in the following items to determine the extent of agreement in each of the **brand equity** items

No.	Items	Answer alternatives						
		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Neutral</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
1	I consider myself to be loyal to this smartphone's brand							
2	This smartphone would be my first choice							
3	I will not buy other brands if this smartphone is unavailable at the store							
4	I can recognize this smartphone among other smartphones' brands							
5	I am aware of this smartphone's brand							
6	Some characteristics of this smartphone come to my mind quickly							
7	I can quickly recall the symbol or logo of this smartphone's brand							
8	I have difficulty imagining the brand of this smartphone in my mind							

Please state your opinion in the following items to determine the extent of agreement in each of the sustainability of the **competitive advantage** items

No.	Items	Answer alternatives						
		<i>Strongly disagree</i>	<i>Disagree</i>	<i>Somewhat disagree</i>	<i>Neutral</i>	<i>Somewhat agree</i>	<i>Agree</i>	<i>Strongly agree</i>
<b>Quality</b>								
1	This smartphones competes on quality							
2	This smartphones is highly reliable							
3	This smartphones is very durable							
<b>Innovation</b>								
4	This smartphones is designed well							
5	This smartphones offers meet my needs							
6	This smartphones responds to my demands for new features							