The Role of Brand Image In The Establishment of Sustainable Competitive Advantage
Case Study on OoredooTelecommunication Company

Aboubakeur BOUSSALEM
University Center of Mila, *Algeria*
Hadjer BOUAKKAZ
University of Ghardaia, *Algeria*

Abstract:
This research focuses on the most important issues related to the brand image and Sustainable competitive advantage, and in order to maximize the research value, A case study of leading Telecommunication Company Ooredoo was conducted. The main method adopted in this study was descriptive and analytic method. A total of 116 respondents evaluated brand image of Ooredoo . The results show that, the dimensions of brand equity (brand awareness, brand association, perceived quality, brand loyalty, and promotional activities) have significant effects on sustainable competitive advantage.

Keywords: *Brandimage, brand awareness, brand association, perceived quality, brand loyalty, sustainable competitive advantage*

الملخّص:

يتمحور البحث حول أهم المسائل المتعلقة بالصورة الذهنية للعلامة التجارية والميزة التنافسية المستدامة، ومن أجل تعظيم قيمة البحث، أجريت دراسة الحالة على شركة اوريدو للاتصالات، شملت عينة تتكون من 116 فرد قاموا بتقييم الصورة الذهنية للعلامة التجارية للمتعامل اوريدو من خلال الإجابة على الاستبيان المقترح.

أظهرت النتائج أن أبعاد العلامة التجارية المتكونة من (الوعي بالعلامة التجارية، الارتباط بالعلامة التجارية، الجودة المدركة، الولاء للماركة، الأنشطة الترويجية) لها أثر ايجابي على تحقيق الميزة التنافسية المستدامة.

الكلمات المفتاحية: صورة العلامة التجارية، وعي بالعلامة التجارية، الارتباط بالعلامة التجارية، جودة المدركة، ولاء للماركة، ميزة التنافسية المستدامة.

1. Introduction

In the 21st century, companies want to succeed in business, create sustainable competitive advantages, and find opportunities to grow and it is all about the brand. Creating a memorable brand and keeping it in the customers' minds are the core elements of success in business and it requires a long time of commitment. A brand is not just a symbol, a logo, a slogan or a package design. It is neither just a promise that a company makes to customers. It is the image of the product in the market, and the whole perception of the customer's idea towards the company. A brand image is an invisible and valuable asset to the company and can make benefits for both customers and companies. It identified as potential sources ofsustainable competitive advantage.

Research purpose

The growth interests of consumer in service industry have a growing influence in the mobile operatormarket in Algeria. Competition is the most fundamental factor that directly affects the brand emergence and growth. The brand companies always try to outperform their competitors to grab a greater share of market, thus, an appropriate marketing strategy is necessary. Here, brand image is a concept in marketing field, which plays an important role that affects developing business for a brand company. Hence, this paper seeks to examine the effects dimensions brand equity (brand awareness, brand association, perceived quality, promotional activities, and brand loyalty) on creating sustainable competitive advantage. The finding of this paper will help Ooredoo marketers to create positive brand image in order to increase develop their future's business growth and profit.

Research objective

The objective of this research is to explore and measure the effects and of dimensions of brand image on maintaining sustainable competitive advantage theoretically and empirically.
Therefore, the objectives of this study are:

• Deep understanding of the brand image concept employed in marketing. Measurement and examination of the effectiveness of brand equity dimensions (brand awareness, brand association, perceived quality ,brand loyalty and examine the effectiveness of fife selected promotional activities, advertising, word of mouth, sales promotion, celebrity endorsement, and event sponsorship effect on the sustainable competitive advantage creating.

Research questions:
The central research question that this study aimed to answer is; "**What influence does a company brand image have towards achieving a sustained competitive advantage?**" This study focuses on the following research questions:

1) How does brand image advantageous for the companies as well as the customers?

2) What are the various factors that influence customers view regarding the brand image?

3) What are the characteristics of the strong and powerful brand?

5) How does Ooredoo Telecommunication Company use brand image to establish sustainable competitive advantage in Algerian market?

6) What are the characteristics of the strong and powerful brand?

Research Hypotheses:

- Intangible resources such as brand image are considered to be significant influences on resource advantages

- Brand image play important roles in the process of value creation (brand equity) more likely to result in sustainable competitive advantage.

- Ooredoohas positive and well-known brand image, which is a key tool for creating   and maintaining sustainable competitive advantage in Algerian market.

Structure of the paper:

This paper will start with a brief background. Moreover, the research problem, research purpose and the research objective, and research hypotheses are also presented in the introduction part. The theory discussion will be based on sustainable competitive advantage background, and we focus on general overview of brand image and clarifying the linkage between the sustainable competitive advantage and brand image .finally we choose OoredooTelecommunication Company as case study.

Methodology part will discuss the chosen research approach and method in this study. By clarifying the assumption of this paper, the descriptive and analytical method will be applied. By using questionnaire survey, the collected data will be used in the empirical analysis and discussion subsequently, by using SPSS.19 and descriptive analysis, factor analysis, and multiple regression analysis as methods, the collected data will be analyzed. Based on the data analysis, it will be clear discussed the relationship between the sustainable competitive advantage and brand image.

2. Theoretical framework
Sustained Competitive Advantage

Because of the importance of sustainable competitive advantage to the long-term success of firms[1], a body of literature addresses its content as well as its sources and the different types of strategies that may help companies to achieve[2]. a firm has a sustained competitive advantage when a firm is implementing a unique value creating strategy which any current or potential competitors do not implement simultaneously and when these other firms are

unable to duplicate the benefits of this strategy[3]. In clear phase, sustainable competitive advantage is the long-term benefit of implementing some unique value creating strategy in which any current or potential competitors do not implement simultaneously, along with the inability to duplicate the benefits of this strategy[4]. If companies want to obtain sustainable competitive advantages, they can implement strategies that exploit their strengths and external opportunities and avoid their external threats and internal weaknesses .Having sustainable competitive advantages the most important value for companies[5]. One of the factors that make sustainable competitive advantages Brand and corporate image. The creation and maintenance of brands are becoming more important in today's intensely competitive environment. Investing in branding activities creates brand equity[6].

Achieving sustainable competitive advantage: a resource-based view

The resource-based view of the firm has its roots in the organizational economics literature; the resource-based view holds that dissimilar resource endowments result in distinctive competitive advantage and different performances between firms[7]. According to this view, the primary resources regarding a firm's competitive advantage include its physical assets, financial capital, human resources, organizational systems, technology and knowledge, and intangible assets (e.g., branding, patent, copyright, and goodwill)[8]. In particular, a firm has sustained competitive advantage results from its strategic resources that are valuable, rare, imperfectly imitable, and non-substitutable[9]. This view focuses on a firm's internal attributes, especially its strategic resources[10].

Brand image:

Brand image is composed of two terms, brand and image. Let us understand what it means:

Brand is a "name, term, sign, symbol, or design, or a combination of them, intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of competition"[11], as has been cited by the American Marketing Association. However, this definition of a brand is not totally approved of for its inadequacy of describing the other intangible components of brand, such as brand image, its ability to create certain amount of awareness, reputation, prominence, and so on in marketplace [12].

Thus, the function of the brand was twofold[13]:

1. to identify the goods and services ;
2. to differentiate from the competition

The benefits of branding: According to Kotler and Keller, the following benefits can be derived from branding[14]:

• improved perceptions of product performance;
• greater loyalty;
• less vulnerability to competitive marketing actions;

- less vulnerability to marketing crises;
- larger margins;
- more inelastic consumer response to price decreases;
- more elastic consumer response to price decreases;
- greater trade co-operation and support;
- increased effectiveness of marketing communications;
- possible licensing opportunities.

Brand image: When it comes to a highly competitive business environment, brands represent the primary capital of many companies[15]. There are a number of definitions of brands that try to explain these invisible, intangible assets.

Table01: Brand image definitions

Academic	Definition
Keller (1993, p. 3)	A brand image consists of "the perceptions about a brand as reflected by the brand associations held in a consumer's memory".
Park, Jaworski(1986, 135)	Define brand image as "not simply a perceptual phenomenon affected by the firm's communication activities alone".
Roth (1992, p. 25)	States, "a brand image can be defined as the meaning consumers associate with the product".
Dichter (1985, p. 75)	Explains that "an image is not anchored in just objective data and details. It is the configuration of the whole field of the object, the advertising, and most important, the consumer's disposition and attitudinal screen through which he observes".
Onkvisit& Shaw (1987, p. 15)	"An image is the total set of attitudes, the halo of psychological meanings, the associations of feeling, the indelibly written aesthetic messages over and above bare physical qualities".

Source: Prepared by researchers

**The linkage between brand image and sustainable competitive advantage:**

Brand and resource based view:

In the resource, based view of the firm is a combination of heterogeneous resources allowing the firm to achieve competitive advantage when the resources are employed in an efficient and unique manner[16]. The competitive advantage is realized through a capability, which is "capacity for a team of resources to perform some task or activity". Successful brands are rare, valuable, inimitable and non-substitutable organizational resources, meeting the resource based view criteria for being a source of competitive advantage[17].

Brand image create value: Brand equity is "the value of a brand image. Based on Aaker, it is related to brand name awareness, brand loyalty, perceived quality, strong mental and emotional associations, and some assets

like patents, channel relationships and trademarks[18]." High brand equity supplies to the company some competitive advantages. For instance: through customer brand awareness and loyalty a company will reduce the marketing costs, through higher perceived brand quality a company could ask for a higher price than its competitors, through brand name credibility a company can improve and be extensional[19]. Every brand needs suitable management to avoid the depreciation in brand equity and losing attention in the process[20]. It can be seen from figure 01.

Figure01.How brand equity generates value . (Aaker 1996, 9)
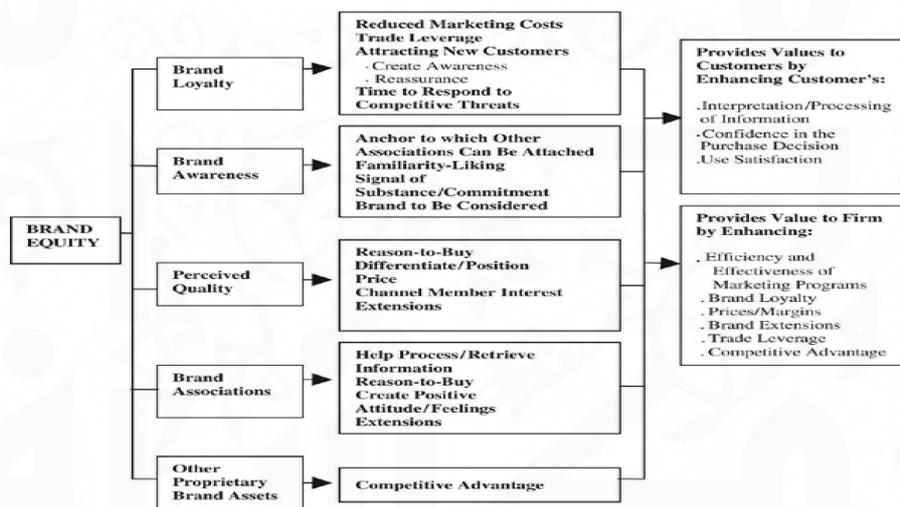
3.research analytical framework
Background of Ooredoo Company:

Ooredoo is the third operatormobile in Algeria, it was established by the Kuwaiti company Wataniya Telecom, which joined United Gulf Bank (UGB). With a license for a period of 15 years, WTA adopted an accelerated investment program comprising projects 1 billion U.S. dollars over three years. With these investments, Nedjma to size instead of leading innovation and added value Wataniya Telecom, the benchmark WTA was founded in 1999 in Kuwait. It is part of the company Kuwait Projects Company (KIPCO), the largest private company in Kuwait with assets of over USD 10 billion. Wataniya Telecom has grown rapidly in the world of wireless telecommunications in the Middle East and North Africa.

In March 2007, Qtel acquired a majority shareholder (51%) Wataniya Telecom of Kuwait and has therefore 80% Nedjma[21].

Wataniya Telecom Algeria is the first trader of mobile multimedia in Algeria. Obtained Wataniya Telecom Kuwait to license the exploitation of the mobile phone in Algeria on December 2, 2003 after the presentation of financial, estimated at 421$million, and in the August 25, 2004, commercial

launch of its brand named "star" formations of products and services of its kind in Algeria, where introduced " star "a new standard for the world of communication in Algeria. Indeed, it suggests the star of the Algerian consumer offers and innovative products and services, thanks to the high quality of the latest technology devices, and high standards of customer service and very competitive pricing[22].

Development of the visual identity and brand image:

Ooredoo,Nedjma, or Wataniya Telecom Company, began operations in 2004. When Nedjma began it started as Algeria's third mobile operator, today Ooredoo is second only to the incumbent and still growing strong.Ooredoo is one of the most recognizable brands in Algeria with the most liked brand Facebook page.

Ooredoo offers its customers great value for mobile voice, data, and multimedia services using their nationwide network. In order to get closer to its clients everywhere in Algeria, Ooredoo set up a sales network through all the national territory ensuring large visibility. There are over 400 Ooredoo locations that can sell products and services to the clients in Algeria's towns and villages.

Our sales and distribution network covers four regions of the country (Center, South, East and West), thanks to 50,000 partner outlets, 2000 partner distributors and 5 national and regional distributors.

Ooredoo continues to develop its closeness with Algerian society,through invested in charitable and humanitarian projects, in order to build strong image.

Ooredoosupports and encourages their employees who work every day together in order to satisfy a millions of their clients, residential or corporate, who trust in it. A great family composed by more than 2,500 Algerians, for whom every day is a challenge, a united family to gain their loyalty.

Ooredoo is the main sponsor of the Algerian Football Federation and the Algerian national football team and it is sponsor of the 1st Football League clubs in Algeria[23].

Research Model and Hypotheses:

Based on the main research questions and aims, in this section of the paper the research analytical framework is presented.

1. Brand image of company encompasses five main dimensions of brand equity such as brand awareness, brand association, perceived quality, promotional activities, and brand loyalty.

2. Brand image and its relationship with sustainable competitive advantage.

The Research Analytical Model
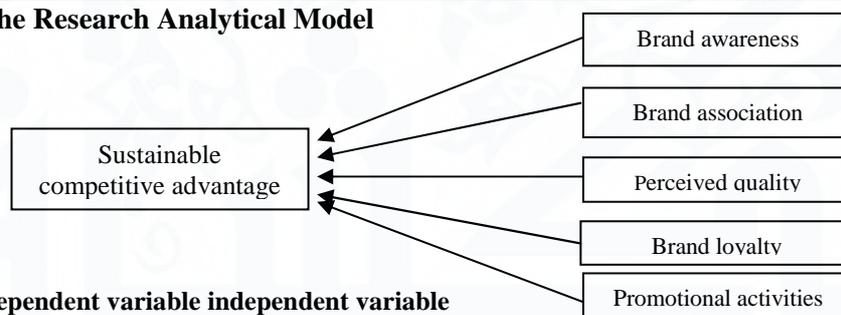
Dependent variable independent variable
Source: Aaker, D. A. (1991), and researchers

Table(02): The Research Hypotheses

Hypotheses	Description
H.1	Brand awareness has a significant positive effect on SCA[1].
H.2	Brand association has a significant positive effect on SCA.
H.3	Perceived quality has a significant positive effect on SCA.
H.4	Brand loyalty has a significant positive effect on.SCA.
H.5	Promotional activity's has a significant positive effect on SCA.

* α=0.05 sources: Researchers own

Data collection:

Overall, the questionnaire was designed a survey including all constructs of the conceptual model to text or investigate the hypotheses; the questions are based on previous theoretical discussion. General speaking, this survey questionnaire consists of 3sections. The first section is designed to acquire the respondents demographic information. The second section is using 5 point likert-type scale to measure the five dimensions of brand equity effect on brand image with a 20 items. The dimensions brand equity was structured 5parts as: brand awareness, brand association, perceived quality ,brand loyalty, and promotional activities such as "Aware this brand", "recognize this brand quickly", "familiar with this brand", and "this brand is well-known" are stand for a brand awareness. Consequently, "unique brand image", "I like this brand image" and "this brand makes me feel good" are reflecting the brand association. Moreover, "good quality", "good style", "I trust the quality of this brand" and "the manufacturer of this brand is famous for its quality control" are seeing as perceived quality. Lastly, "loyal to this brand", "best choice", "I will not buy other brand, if this and "I would not buy another brand, if this one is unavailable" are mainly denote the brand loyalty. The last section is to measure the sustainable competitive advantage effect on brand equity dimensions with 4 items. Again, this section used 5 likert scale form "strongly agree" to "strongly disagree.

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[1]SCA : sustainablecompetitiveadvantage

The questionnaire has been sent to total number of 200Ooredoo customers, and collection of data was conducted in one mouths. In order to make the data more representative and precisely, this survey was chosen a broad target population for investigation.

After sent total number of 200 questionnaires to the target group, 116 respondents of data have been returned 58% respondent rate).

Reliability of the Research:

Table (03) show the results for reliability test for each variable tests. As mentioned in the table (03), the questionnaire for each of the variable has been reliable. The Alpha Cronbach for these hypotheses is 0.84.

Table (03): Reliability test results:

Variables	Number of questions	Alpha cronbach
Brand awareness	4	0.69
Brand association	4	0.70
Perceived quality	4	0.71
Brand loyal	4	0.69
Promotional activities	5	0.66
S.C.A	4	0.75
	$\sum$= 25	0.84

Source: Researchers owen according to the output of SPSS.19

Analyze and discussion:

In this research, Statistical Package for Social Science programs (SPSS) 19.0 is used for the data analysis. The methods used in data analysis are including descriptive analysis, factor analysis, and multiple regression analysis. Descriptive analysis is used to summarize the characteristic of respondents. Factor analysis is conducted to determine the factor underlying the 6 variables of brand equity dimensions and variable of sustainable competitive advantage that affect on overall brand equity and each dimensions of brand equity. Finally, multiple regression analysis is applied to determine whether brand equity dimensions affect on brand equity; and whether selected promotional activities have a significant positive effect on each dimensions.

Demographic characteristics:

.Gender

Table shows the information of 116 responders in this research by dividing from gender; there are59.5% male and the remaining40.5% are female.

Table 04: Demographiccharacteristics: gender

	Frequenc	Percent	Valid Percent	Cumulative Percent
Male	69	59.5	59.5	59.5
Female	47	40.5	40.5	100.0
Total	116	100.0	100.0	

Source: Researchers owen according to the output of SPSS.19

. Age:

As it could be seen from following table, the range of ages is from under 21 to 36 years old. The most respondents' ages were between 21and 26 years old, which occupied 41.4%. The age between 26 and 31years old were ranking the second place which took 19.0%. The respondents who were under 21 years old and the age between 31 and 36 years old ,and more than36 were account for the smallest percentage (under 21 is 15.5%, 31 to 36 is12.9%, more than 36 is11.2%).

Table 05: Demographiccharacteristics: age

	Frequency	Perce	Valid	Cumulative
Validunder21	18	15.5	15.5	15.5
21-26	48	41.4	41.4	56.9
26-31	22	19.0	19.0	75.9
31-36	15	12.9	12.9	88.8
MORE36 total	13 116	11.2 100.0	11.2 100.00	100.0

Source: Researchersowen' according to the output of SPSS.19

.Education:

From 116 respondents, a total of 46.9% respondents had a bachelor degree, and only 10.3% respondents had a middle school degree and 25.9% respondents are graduated from high school, and 17.2% respondents had a master degree.

Table06: Demographic character is : education

	Frequency	Percent	Valid Percen	Cumulative Percent
Valid middle school	12	10.3	10.3	10.3
highschool	30	25.9	25.9	36.2
bachelordegree	54	46.9	46.9	82.8
master degree	20	17.2	17.2	100.0
Total	116	100.0	100.0	

Source: Researchersowen' according to the output of SPSS.19

.Function level:

From 116 respondents, a total of 34.5% respondents was employee, and 27.6 % respondents was jobless and 19.0% respondents had free job , l,and only 9.5% respondents was both high employee, and retried.

Table07 : Demographic character is :function level

	Frequency	Percent	Valid Percent	Cumulative Percent
Validemployee	40	34.5	34.5	34.5
Hight l employee	11	9.5	9.5	44.0
Free employee	22	19.0	19.0	62.9
Retried	11	9.5	9.5	72.4
Job less Total	32 116	27.6 100.0	27.6 100.0	100.0

Source: Researchers owen' according to the output of SPSS.19

.Income:

As it could be seen from following table, the most respondents' incomes were less than 18000DA with 43.1%, The incomes more than 30000DA were ranking the second place which took 37.1%. The respondents who were between 18000-3000DA were account for the smallest percentage is 19.8%.

Table08: Demographic character is: Income

	Frequency	Percent	Valid Percent	Cumulative Percent
Validless 1800	50	43.1	43.1	43.1
18000-3000DA	23	19.8	19.8	62.9
More than 3000DA	43	37.1	37.1	100.0
Total	116	100.0	100.0	

Source: Researchersowen' according to the output of SPSS.19

Subscription duration:

As it could be seen from following table, the range ofSubscription duration is between one year and two years old that occupied 37.9%. The most respondents' Subscription durationwere less than year old, which occupied 41.4%. The duration more than three years old were 16.4% the respondents who were between two years and three years duration were account for the smallest percentag12.1%.

Table09 : Demographic character is: Subscription duration

	Frequency	Percent	Valid Percent	Cumulative Percent
Validlessthanyear	44	37.9	37.9	37.9
1year- 2 years	39	33.6	33.6	71.6
2years-3 years	14	12.1	12.1	83.6
More than 3years	19	16.4	16.4	100.0
Total	100.0	100.	100.0	

Source: Researchersowen' according to the output of SPSS.19

Subscription kind:

Table10: Demographic character is: Subscription kind

	Frequency	Percent	Valid Percent	Cumulativ
Card	92	79.3	79.3	79.3
Facture	24	20.7	20.7	100.0
Total	116	100.0	100.0	

Source: Researchers owen' according to the output of SPSS.19

From 116 respondents, a total of 79.3% respondents had a card, and only 20.7% respondents had a facture.

Multiple regression analysis (structural model and hypothesis Testing):

Regression analysis in this study is used to determine whether the independent variables explain a will be significant variations in the dependent variable and whether a relationship exists If $p \leq 0.05$, that means the hypothesis is supported and can be used to make predictions, however, if $P > 0.05$, it means the hypothesis is rejected.

. Answer direction of the sample:

Table 11:Answer direction of first axe (brand awareness)

Item	MEAN	STD DEVIATION	Answer direction
N01	3.63	1.138	Agree
No02	3.72	0.94	Agree
N03	3.34	1.112	Neuter
N04	3.97	0.964	Agree
∑	3.66	0.72	**Agree**

Source: Researchers owen' according to the output of SPSS.19

From the table (11) we note that the respondent agree, and has brand awareness to their brand Ooredoo where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No. 3).

Table12:Answer direction of second axe (brand association)

Item	Mean	Std deviation	Answer direction
N05	3.71	0.960	Agree
N06	3.66	1.031	Agree
N07	3.66	1.056	Agree
N08	3.15	1.113	Neuter
∑	3.54	0.75	**Agree**

Source: Researchersowen' according to the output of SPSS.1

From the table (12) we note that the respondent agree, and has brand association with their brand Ooredoo where we see through their consent heavily on all expressions of this axe Despite their neutrality with respect to the item (No.8).

Table 13: **Answer direction of third axe(Perceived quality)**

Item	Mean	Std deviation	Answer direction
N09	3.63	1.059	Agree
N10	3.55	1.050	Agree
N11	3.37	1.108	Neuter
N12	3.76	0.910	Agree
∑	3.57	0.75	**Agree**

Source: Researchersowen' according to the output of SPSS.19

From the table (13) we note that the respondent agree, and   has a good perceive quality to their brand Ooredoo where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.11).

Table 14: Answer direction of fourth axe (brand loyalty)

Item	mean	Std deviation	Answer direction
N13	3.82	0.861	Agree
N14	3.64	0.908	Agree
N15	2.68	1.060	Neuter
N16	3.63	0.808	Agree
∑	3.44	0.66	**Agree**

Source: Researchersowen' according to the output of SPSS.19

From the table (14) we note that the respondent agree, and   has loyalty to their brand Ooredoo where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.15).

Table15: **Answer direction of fifth axe (promotional activities)**

Item	mean	Std deviation	Answer direction
N17	3.70	1.006	Agree
N18	3.25	1.029	Neuter
N19	3.47	1.008	Agree
N20	3.87	0.919	Agree
N21	3.39	1.170	Agree
∑	3.53	0.67	**Agree**

Source: Researchersowen' according to the output of SPSS.19

From the table (15) we note that the respondent agree, and   has loyalty to their brand Ooredoo where we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.18).

Table16: Answer direction of sixth axe (sustainable competitive advantage)

Item	mean	Std deviation	Answer direction
N22	3.60	0.941	Agree
N23	3.60	0.922	Agree
N24	3.39	0.851	Neuter
N025	3.61	1.093	Agree
∑	3.51	0.75	**Agree**

Source: Researchersowen' according to the output of SPSS.19

From the table (16) we note that the respondents agree that their brand Ooredoo has sustainable competitive advantage that we see through their consent heavily on all expressions of this axe despite their neutrality with respect to the item (No.2

Table17: **Hypothesis Testing**

Independent v V1-v5	Dependent v	R sequare	Sig*	Correlation model	Confirm / Reject
Brand awareness	SCA	0.28	0.000	sca=1.780+0.483v1	Confirm
Brand association	SCA	0.29	0.000	Sca=1.649+0.542v2	Confirm
Perceive quality	SCA	0.16	0.000	Sca=2.092+0.411v3	Confirm
Brand loyalty	SCA	0.32	0.000	Sca=1.311+0.571x4	Confirm
Promotional activities	SCA	0.27	0.000	Sca=1.474+0.527v5	Confirm

* α=0.05

 Source: Researchersowen' according to the output of SPSS.19

As clear in the table(17) sig≤0.05, that means the hypothesis is supported, so the five dimensions brand equity including (Brand awareness, Brand association, Perceive quality, Brand loyalty, and Promotional activities) , are positive relationships with sustainable competitive advantage in Ooredoo Company.

.Major Findings:
- There is a statistical significant relationship between brand awarenessand sustainable competitive advantage in α=0.05
- There is a statistical significant relationship between brand association and sustainable competitive advantage in α=0.05
- There is statistical significant relationship between perceived quality and sustainable competitive advantage in α=0.05
- There is statistical significant relationship between brand loyalty and sustainable competitive advantage in α=0.05
- There is statistical significant relationship between promotional activities and sustainable competitive advantage in α=0.05
- Intangible resource as brand image is a source of sustainable competitive advantage because they are invisible and hence not easily duplicated by competitors.
- Brand image is a vital asset for the company and should build long-term equity. The brand will not automatically be perceived by the consumers as the brand managers set out, it requires a brand identity strategy with a focused plan of activities to impact or influence perceptions.
- Ooredoo Company possess strong brands image in short time, it provides consumers with a positive or high-perceived image of the brand. This enables consumers to recognize the differentiation and superiority of a

brand, as we as leading consumer to select the brand rather than other competing brands.

• We find that the five dimensions brand equity including Brand awareness, Brand association, Perceive quality, Brand loyalty, and Promotional activities, are positive relationships with **sustainable** competitive advantage in OoredooCompany. [3]

• We note that the respondent agree, and has thehighest influence by the dimensions of brand loyalty where we see through result of R = 0.32, and the lowest influence of perceived quality where we see through result of R = 0.16.

4. Conclusion

The benefits of owning a strong brand image are endless .the most important one is the help to establish a sustainable competitive advantage, and is a point of differentiation.

This research explored case study with well-known and respected Telecommunication Brands Company operating in Algeria, namely Ooredoo. These company was used because they possess strong brands image in short time .this brand image can help mangers to create differentiation from their competitors in order to gain sustainable competitive advantage but it must take into consideration the following recommendations.

RECOMMENDATIONS:

• Marketers or brand managers ofOoredooCompany should put theirefforts on perceived quality and brand loyalty since both dimensions have high and low significance in brand equity building.

Marketers or brand managers of OoredooCompany must take into consideration the customer experience as a whole and do not restrict their focus only to brand name, Communication methods and key messages.

• Company's every member should work to connecting with a brand.
   Identity to receive a strong brand image in the customers mind

• Be sensitive to the right activities, focus on activities and promotions that re-enforce and enhance the brand's image and equity.

• Make informed decisions by understanding the implications of the brand identity strategy on consumer perceptions.

• Be aware of drivers and challenges by understanding what will create increased equity for consumers in the target market and what will diminish the equity.

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