



**THE INFLUENCING FACTORS OF BRAND STRATEGY OF
XIANG DIAN HEAVY EQUIPMENT COMPANY**

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**AN INDEPENDENT STUDY SUBMITTED IN PARTIAL FULFILLMENT
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Requirements for the Degree of Master of Business Administration

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ABSTRACT

As the manufacturing industry moves towards higher quality and advanced technology, branding is key to market share and long-term success. China's reform and development have entered a new historical stage, where people have gained fresh insights into the nature and role of enterprises, and the relationship between enterprises and society. Xiang Dian Heavy Equipment Company has been committed to providing high-quality heavy machinery and equipment. However, in the face of the rise of competitors and changes in the market environment, relying solely on products is insufficient to gain a lasting advantage. The purpose of this study was to explore the effect of brand positioning, brand image, and brand maintenance on the brand strategy of Xiang Dian Heavy Equipment Company.

This study adopted the quantitative research method. A total of 400 questionnaires were sent out during the investigation, and 234 were valid, with a validity of 58.5%. This study found that brand positioning, brand image, and brand maintenance positively impact the brand strategy of Xiang Dian Heavy Equipment Company. Through the analysis, the following suggestions are put forward: (1) Optimizing brand positioning; (2) Unifying brand image; (3) Strengthening brand maintenance.

Keywords: brand strategy, Xiang Dian Heavy Equipment Company, influencing factors

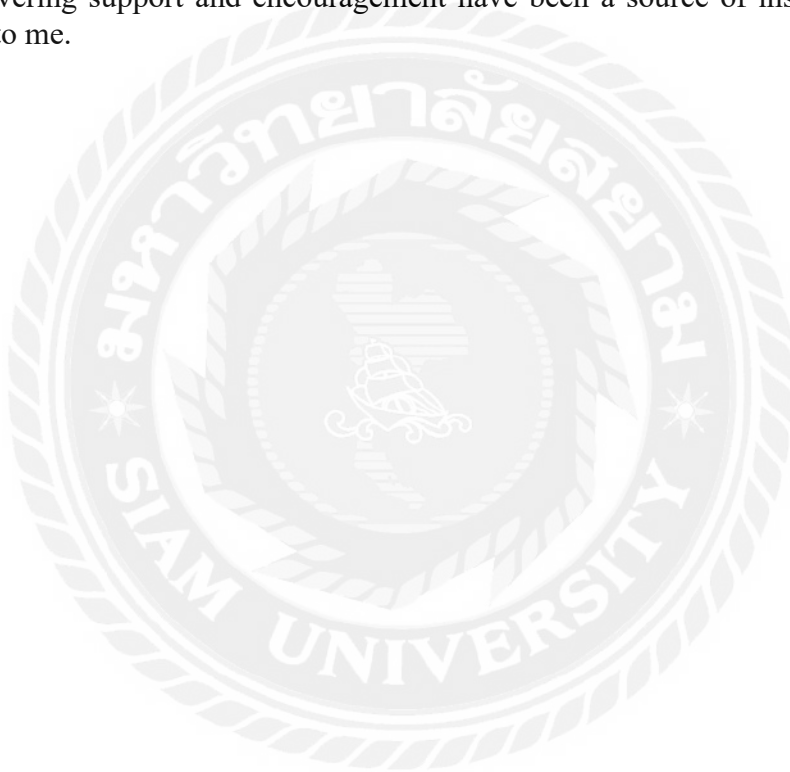
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LUO CHEN



DECLARATION

I, LUO CHEN, hereby certify that the work embodied in this independent study entitled “The Influencing Factors of Brand Strategy of Xiang Dian Heavy Equipment Company” is result of original research and has not been submitted for a higher degree to any other university or institution.

Luo Chen

(LUO CHEN)
Dec 25, 2024



CONTENTS

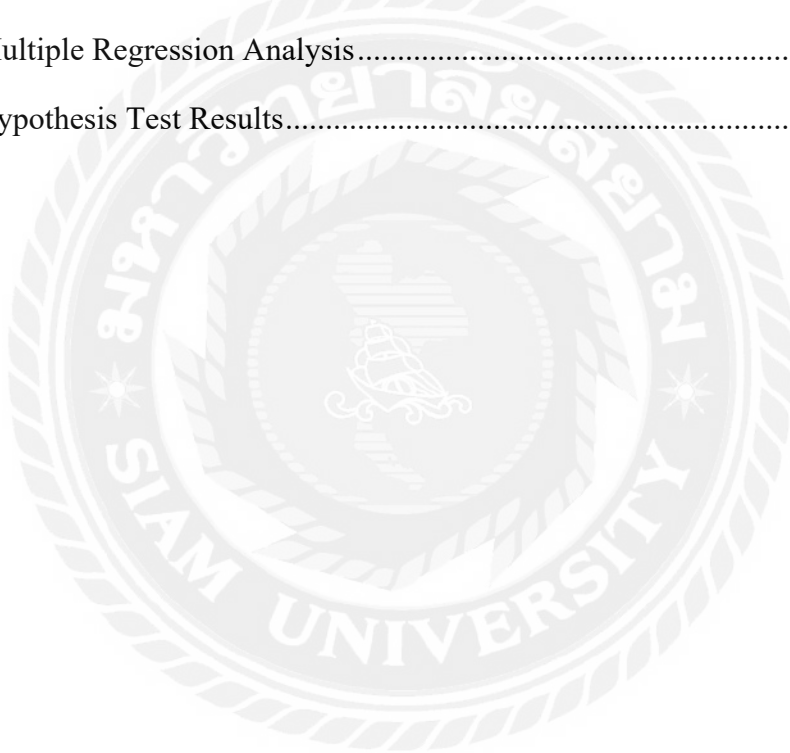
ABSTRACT.....	I
ACKNOWLEDGEMENT.....	II
DECLARATION	II
CONTENTS.....	IV
LIST OF TABLES	VI
LIST OF FIGURES.....	VII
Chapter 1 Introduction.....	1
1.1 Background of the Study.....	1
1.2 Questions of the Study	1
1.3 Objectives of the Study	2
1.4 Scope of the Study	2
1.5 Significance of the Study	3
1.6 Definition of Key Terms	3
Chapter 2 Literature Review.....	5
2.1 Introduction	5
2.2 Literature Review.....	5
2.3 Profile of Xiang Dian Heavy Equipment Company	9
2.4 Conceptual Framework.....	10
Chapter 3 Research Methodology.....	11
3.1 Research Design.....	11
3.2 Population and Sample.....	11
3.3 Hypothesis	11
3.4 Research Instrument	12
3.5 Reliability and Validity Analysis of the Scale	13
3.6 Data Collection.....	14

3.7 Data Analysis	14
Chapter 4 Findings and Discussion.....	16
4.1 Findings.....	16
4.2 Discussion.....	18
Chapter 5 Conclusion and Recommendation	21
5.1 Conclusion.....	21
5.2 Recommendation.....	21
5.3 Further Study.....	25
References	26
Appendix	28



LIST OF TABLES

Table 3.1 Measurement Items.....	12
Table 3.2 Variable Reliability Test.....	13
Table 3.3 KMO and Bartlett's Test	14
Table 4.1 Descriptive Statistical Analysis of Participants	16
Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)	17
Table 4.3 Multiple Regression Analysis.....	18
Table 4.4 Hypothesis Test Results.....	19



LIST OF FIGURES

Figure 2.1 Conceptual Framework	10
Figure 3.1 Hypotheses	12



Chapter 1 Introduction

1.1 Background of the Study

In the competitive market, brand is a corporate logo and name; it embodies a company's competitiveness, technological prowess, and product quality. As the manufacturing industry moves towards higher quality and advanced technology, brand is key to market share and long-term success (Yu & Zhang, 2020). China's reform and development have entered a new historical stage, where people have gained fresh insights into the nature and role of enterprises, and the relationship between enterprises and society (Schweizer et al., 2019). This new era places higher demands on Chinese enterprises and entrepreneurs. In this new stage, practical examples demonstrate that corporate brand strategies have played a pivotal role in the high-quality development of Chinese enterprises.

China's manufacturing industry is accelerating its transformation and upgrading, progressing towards "smart manufacturing" and "Industry 4.0." (Peng et al., 2020) Global economic integration necessitates that Chinese enterprises secure a foothold in the international market, requiring domestic enterprises to possess brand influence. Amid the trend of improving quality and efficiency, the heavy equipment industry has increasingly pursued "management dividends," and embracing intelligence and digitization has become more apparent (Yu & Zhang, 2020). This necessitates heavy equipment enterprises to integrate "intelligence, informatization, and digitization" into their brand-building processes, taking the lead in driving industry transformation. The equipment industry is undergoing accelerated differentiation. With increased market concentration among equipment enterprises, a brand strategy is conducive for heavy equipment enterprises to seize opportunities first in the new round of competition, leveraging their unique political and resource advantages (Zitzewitz & Sen, 2021).

The policy support of the Chinese government and the promotion of enterprise branding by local governments further incentivize companies to adopt brand development as a long-term strategy. Xiang Dian Heavy Equipment Company faces opportunities and challenges in advancing brand building and technological innovation. Xiang Dian Heavy Equipment Company has been committed to providing high-quality heavy machinery and equipment. However, in the face of the rise of competitors and changes in the market environment, relying solely on products is insufficient to gain a lasting advantage. Therefore, implementing a brand strategy helps enhance brand recognition and reputation, strengthens customer trust, and simultaneously opens up new market opportunities, gaining broader recognition.

1.2 Questions of the Study

The following research questions are posed in this study:

(1) Does brand positioning affect the brand strategy of Xiang Dian Heavy Equipment Company?

(2) Does brand image affect the brand strategy of Xiang Dian Heavy Equipment Company?

(3) Does brand maintenance affect the brand strategy of Xiang Dian Heavy Equipment Company?

1.3 Objectives of the Study

This study aims to systematically explore the core influencing factors of the brand strategy of Xiang Dian Heavy Equipment Company, focusing on analyzing the significant roles and interrelationships among brand positioning, brand image, and brand maintenance in the company's brand strategy. It conducts an in-depth analysis of the current status of Xiang Dian Heavy Equipment Company's brand positioning and its impact on the formulation and implementation of the brand strategy, exploring how brand positioning aids the company in identifying target markets, enhancing brand recognition, and fostering customer loyalty in the fiercely competitive market. This study also aims to provide theoretical support and practical guidance for the optimization of the company's brand strategy. The specific research objectives are as follows:

(1) To explore the effect of brand positioning on the brand strategy of Xiang Dian Heavy Equipment Company.

(2) To explore the effect of brand image on the brand strategy of Xiang Dian Heavy Equipment Company.

(3) To explore the effect of brand maintenance on the brand strategy of Xiang Dian Heavy Equipment Company.

1.4 Scope of the Study

This study focused on the brand strategy of Xiang Dian Heavy Equipment Company, exploring three key influencing factors: brand positioning, brand image, and brand maintenance. The scope of the research was limited to Xiang Dian Heavy Equipment Company, excluding other heavy equipment manufacturers or equipment manufacturing markets in different regions. This limitation ensured research concentrated on the company's unique brand-building and strategic practices. The research subjects primarily included the marketing and brand management departments of Xiang Dian Heavy Equipment Company and relevant senior and middle-level

managers. These individuals were selected as research participants based on their deep understanding of the company's brand operations and keen perception of the competitive environment in the industry. Managers have accumulated rich practical experience in formulating and executing brand strategies and can provide objectives and insights. Feedback from this group provided reliable and representative data support for this research.

1.5 Significance of the Study

Taking Xiang Dian Heavy Equipment Company as a case study, this research explores the core roles and key influencing factors of brand strategy in the equipment manufacturing industry, providing a new perspective for applying brand strategy theory in heavy equipment. In existing brand management and strategic theories, there is relatively little research on the equipment manufacturing industry, especially in environments with high technological barriers and long product cycles, where the roles of brand positioning, brand image, and brand maintenance are unique and complex. Therefore, by conducting an in-depth analysis of these three factors, this study enriches the application scenarios of brand strategy theory in the context of industrial enterprises and reveals the relationships between brand building and corporate technological innovation, market positioning, and customer decision-making processes, providing a theoretical foundation and empirical reference for future academic research.

At the practical level, this research provides Xiang Dian Heavy Equipment Company with a systematic framework for analyzing and suggesting improvements to its brand strategy, helping the company identify factors and optimization paths in brand building. As a representative enterprise in the equipment manufacturing industry, Xiang Dian Heavy Equipment faces challenges from intense market competition and high customer expectations, making brand building a core means of enhancing the company's market position and competitiveness. By analyzing the impact of brand positioning, brand image, and brand maintenance on the company's brand strategy, this research can help Xiang Dian Heavy Equipment more accurately identify target customer needs in market positioning, enhance brand recognition and reputation, and ensure the effectiveness and sustainability of brand maintenance measures. Ultimately, this research provides practical guidance and suggestions for Xiang Dian Heavy Equipment in optimizing its brand strategy and resource allocation decisions, supporting the company in achieving long-term growth in brand value and sustainable development.

1.6 Definition of Key Terms

Brand positioning refers to the unique market position and brand image

established by Xiang Dian Heavy Equipment Company within its brand strategy, by analyzing its core competitiveness, target market demands, and competitive environment. In this study, brand positioning is measured through the aspects of the company's product differentiation strategies, market segmentation strategies, and brand communication strategies, with a primary focus on the cognitive position occupied by the brand in customers' minds and how the company distinguishes itself in competition through a clear value proposition.

Brand image refers to the overall perception and subjective feelings of customers, potential customers, and other stakeholders towards Xiang Dian Heavy Equipment Company's brand. In this study, brand image is defined as consumers' cognitive impressions of the company's brand in technology, service, and credibility, with specific analysis of its manifestation in corporate communication, market feedback, brand loyalty, and brand reputation.

Brand maintenance means Xiang Dian Heavy Equipment Company maintains brand image consistency and enhances brand value through continuous brand management and communication strategies. Brand maintenance includes the aspects of brand management, brand crisis response, brand communication, and brand continuity measures, aiming to analyze how the company ensures brand stability and market recognition through long-term brand investment and optimization.

Brand strategy is the overall planning and strategic arrangement formulated by Xiang Dian Heavy Equipment Company to achieve its long-term brand development goals. In this study, the operational definition of brand strategy covers the comprehensive decisions and action plans made by the company in terms of brand positioning, brand image shaping, and brand maintenance, aiming to enhance brand competitiveness, strengthen brand value, and ensure consistency between the brand and the company's strategic objectives.

Chapter 2 Literature Review

2.1 Introduction

In this study, literature review was conducted on brand strategy theory, as well as on each of the factors: brand positioning, brand image, and brand maintenance. Based on these theoretical reviews, this study provides a theoretical foundation and research framework for subsequent empirical analysis and strategic recommendations.

2.2 Literature Review

2.2.1 Brand Strategy

A brand represents the application and combination of a noun, logo, symbol, and design, distinguishing a seller's products and services from its competitors and creating its product advantages. A brand is a set of characteristics, benefits, and services. It is a complex system encompassing six aspects: attributes, benefits, values, culture, personality, and users (Schweizer et al., 2019). The most enduring meaning of a brand lies in its values, culture, and personality. Corporate brand strategy involves applying strategic concepts to business management. It necessitates defining an overall objective to guide the formulation of the company's overall strategic plan. It requires clarifying the phased objectives of the brand strategy to guide the formulation of phased strategic plans at various stages of corporate development (Srivastava, 2019). Over years of development and practice, brand strategy theory has taken shape. Brand strategy is a targeted, long-term, sustainable development plan formulated around a company's product brands to enhance business performance, strengthen core competitiveness, and build its image. Brand strategy must possess characteristics such as long-term vision, comprehensiveness (Poerwadi et al., 2019), and systematisms, integrating into the company's research and development, production, sales, communication, and service as a strategic plan (Odongo, 2016).

Brand strategy is a pivotal tool for enterprises to gain market advantage and achieve sustainable development in the modern competitive environment. The most enduring significance of a brand lies in its values, culture, and personality, which shape its uniqueness and enable it to stand out in competition (Schweizer et al.). The core of an enterprise's brand strategy involves integrating strategic management into its daily operations. Over years of development, brand strategy theory has matured and formed a system. The brand strategy emphasizes sustainability and targeting to formulate long-term development plans for corporate product brands. The formulation and implementation of brand strategy should consider various factors such as the market environment, competitive landscape, and consumer demand to ensure its adaptability to evolving market conditions. The implementation of brand strategy is characterized

by comprehensiveness and systematisms (Poerwadi et al., 2019). This systematic integration aids enterprises in establishing a consistent brand image and experience, enhancing consumer brand identification and loyalty. When implementing brand strategy, enterprises should maintain a long-term perspective and strategic resilience to cope with market fluctuations and industry changes, ensuring continuous brand growth and value enhancement. Odongo's research in 2016 points out that brand strategy should be integrated into the enterprise's overall operational management system, achieving continuous improvement of brand value through ongoing brand maintenance and innovation. Effective implementation of brand strategy can help enterprises build long-term competitive advantages, increasing market share and establishing trust and loyalty among consumers, thereby driving the enterprise to achieve higher commercial value.

2.2.2 Brand Positioning

Brand positioning focuses on a company's products or services, determining a clear image for a specific brand through market selection to create a lasting impression on the audience. Brand positioning encompasses methods related to product benefits, competitors, consumer groups, and pricing, aligning with the marketing theory process of market segmentation, target market selection, and brand positioning (Himawan, 2019).

The four elements of market segmentation—geographic, demographic, psychographic, and behavioral—include characteristics like country of origin, income, social class, and purchase benefits for a comprehensive market analysis. Companies comprehensively consider factors such as the size and resources of the target market to choose an appropriate entry strategy (Sharma & Thakur, 2012). They clarify their brand positioning, establish a brand image, and disseminate brand messages. The original purpose of brand positioning is to improve the positioning theory of how information enters consumers' minds. In building a brand, a company leaves an impression on consumers. When a brand's influence prompts consumers to have positive associations, it can guide their purchasing behavior to a certain extent, providing compelling reasons (Dawes, 2017). Therefore, companies try to improve consumers' impressions of the brand known as the psychological repositioning of the brand. A company's target market share is not limited to the actual market share but also includes psychological and emotional shares. Brand positioning aims to capture these psychological and emotional shares, converting these inclinations into actual market shares.

Brand positioning directly influences the formulation and implementation of brand strategies, serving as one of the core elements in enterprise brand building. Through market segmentation and precise selection of target markets, brand positioning aids enterprises in clarifying their differentiated advantages. This differentiation is not only manifested in product functionality and service quality but is reflected in the emotional

connection between the brand and consumers (Himawan, 2019). A crucial impact of brand positioning lies in how it shapes the brand's image and perception. The accuracy and consistency of brand positioning can effectively guide consumer behavior, prompting them to prioritize the brand's products or services when faced with choices. Brand positioning also assists enterprises in optimizing resource allocation and formulating strategies for entering the market. Different market segments often have distinct needs and expectations (Dawes, 2017). After identifying the target market, enterprises can adjust their brand strategies based on their positioning to better meet the demands of the target consumer group. For instance, a brand may focus on quality and luxury for the high-end market, while emphasizing cost-effectiveness and reliability for the mass market. Through such precise positioning, brand strategies can become more flexible and targeted, enhancing market share and brand influence. Brand positioning impacts the formulation of brand strategies and determines how brands communicate and interact with consumers. It serves as the foundation for brand image shaping and the guiding principle for brand marketing activities. When brand positioning aligns with market demands and occupies a position in consumers' minds, brand strategies can exert their effectiveness, achieving the enterprise's long-term development goals.

2.2.3 Brand Image

The brand image represents the personality traits in the market. Brand identification refers to a brand being recognized by consumers with the clear image it presents. Brand image is the most representative aspect of a company's image (Sharma & Thakur, 2012). It is a crucial manifestation of a company's development of its core competitiveness. Brand identification serves as the source and basis for brand image, while brand image is the outcome of executing brand identification. Early theoretical research on brand image focused on the stage of product identification and symbolism (Seo, 2016). During the product identification theory stage, the primary form of brand image was trademarks, which were easily imitated in appearance and lacked cultural depth. As time progressed, brand image evolved into the symbolism stage. Brand image stems from brand positioning, and brand promotion should emphasize personalized communication to gain more market share advantages. Brand image has a particularly prominent impact on brand strategy (Cakmak, 2019). It influences market competitiveness and long-term development. The brand image represents a comprehensive perception of a company's product quality, technological innovation level, social responsibility performance, and other aspects. In equipment manufacturing, shaping brand image is particularly important as it significantly enhances customers' trust in product performance and reliability (Mudzakkir & Nurfarida, 2021). When considering major equipment purchases, customers need to fully recognize the strength and credibility behind the brand, and a good brand image can alleviate customer concerns and facilitate the decision-making process (Mudzakkir & Nurfarida, 2021; Seo, 2016). Brand image and brand positioning complement each other and provide a clear direction for brand maintenance. Therefore, focusing on brand image in research

helps companies more systematically plan their brand strategies and enhance their overall brand competitiveness.

Brand image, as one of the core elements of brand strategy, has a profound and extensive impact on it. The brand image represents the concrete embodiment of brand identity and the comprehensive impression formed by an enterprise in the market and in the minds of consumers (Cakmak, 2019). The influence of brand image on brand strategy is reflected in the determination of the brand's overall positioning and communication style in the market, serving as the foundation for establishing trust and emotional connections between consumers and the brand. Brand image influences brand strategy's role in market competition. A positive brand image can enhance an enterprise's market competitiveness, helping it stand out in a competitive market environment (Mudzakkir & Nurfarida, 2021). This is particularly true in high-tech industries such as equipment manufacturing, where brand image is closely related to an enterprise's technological prowess, product quality, and innovation capabilities. When making purchasing decisions, customers view brand image as a crucial indicator for assessing product performance and reliability.

Another significant impact of brand image on brand strategy is that it provides a clear direction for the brand's market communication. The success of a brand strategy hinges on precise market communication, with brand image serving as the core content of this communication (Mudzakkir & Nurfarida, 2021). By showcasing an enterprise's core values, cultural background, and social responsibility, brand image can shape the brand's unique characteristics, making brand communication more targeted and impactful. The influence of brand image on brand strategy is comprehensive. By systematically shaping and maintaining brand image, enterprises can strengthen their market competitiveness, enhance brand value, and drive higher market share and customer loyalty (Cakmak, 2019). As a component of brand strategy, brand image is the outcome of brand building driving force for a brand's sustained development.

2.2.4 Brand Maintenance

Brand maintenance is a collective term for measures taken by enterprises to respond to changes in the market environment, preserve brand image, protect brand value, and ensure brand position. Brand maintenance involves adeptly utilizing legal protection for brand rights, continuously innovating to ensure the brand stays current, infusing cultural heritage into brand building, enhancing the enterprise's quality, and strengthening communication with the external environment (Foroudi, 2019). To maintain their brands, enterprises must establish and improve brand maintenance systems and elevate their brand crisis management capabilities. In brand maintenance, enterprises should actively engage with the media, openly and honestly disclose the truth, prioritize public interests, gain government trust, and strive for widespread media support (Himawan, 2019). Enterprises must attach great importance to brand

maintenance, strengthen their awareness of brand protection, establish and improve emergency response systems for brand crises, and be adept at using legal means to safeguard their brand image (Dawes, 2017).

2.3 Profile of Xiang Dian Heavy Equipment Company

Established in 2007, Xiang Dian Heavy Equipment Company. is a wholly-owned subsidiary of Xiang Dian Heavy Equipment Company, accountable for one of its three main business segments. It specializes in the manufacturing of mining equipment and complete sets of special vehicles, with main products including mining dump trucks, mining locomotives, rail vehicles, and special vehicles. The company boasts 154 patents for its products, a factory area of 54,000 square meters, and nearly 50 high-precision and rare equipment. It is recognized as an Enterprise Technology Center in China, a localization base for equipment, the Hunan Mining Electric Drive Vehicle Engineering and Technology Center, and the National Industrial and Mining Electric Drive Vehicle Testing Center. The vehicle testing laboratory is the National Quality Supervision and Inspection Center for Industrial and Mining Electric Drive Vehicles and a subordinate institution of the Hunan Provincial Quality Supervision and Inspection Station for Large and Medium-sized Motor and Electric Control Products.

Since the 1950s, Xiang Dian Heavy Equipment Company has been dedicated to the development and production of mining transport electric vehicles, and in 1977, it independently developed and produced China's first 108-ton electric wheel dump truck. As a leading domestic manufacturer of mining electric wheel dump trucks, leveraging nearly 80 years of experience in producing complete sets of traction motors and electric control equipment, the company has developed a full range of products with fully independent intellectual property rights, including 108t-330t series, 100m³ water sprinklers, 100t wreckers, 220t wreckers, and other supporting products. In 2017, it developed and produced China's first 65-ton driverless locomotive and construction environmental engineering equipment, and in 2021, it developed and produced the world's first 120-ton pure electric AC drive mining electric wheel dump truck.

Xiang Dian Heavy Equipment Company pursues "customer satisfaction as the top priority," adheres to the principle of "technology-oriented, quality first," and keeps its promise of "efficient and prompt service." In 2012, it became the first Chinese company to export electric wheel dump trucks and core supporting components to Rio Tinto in bulk. In 2014, it became one of Rio Tinto's four major global suppliers and has competitiveness in international markets such as South America and Southeast Asia.

As a nationally established localization base for major technical equipment and a national high-tech enterprise in China, Xiang Dian Heavy Equipment Company. has undertaken a series of scientific research projects, including major special projects in Hunan Province and the national "863" program. The company will continue to aim to

refine products, strengthen technology, expand markets, and improve services. With a focus on people-oriented, honesty and trustworthiness, and loyalty to shareholders and customers, the company strives to become a leading enterprise in the new era of mining equipment.

2.4 Conceptual Framework

This study analyzes the influencing factors of brand strategy of Xiang Dian Heavy Equipment Company. Through literature review, a model is constructed and hypotheses are proposed. The model is shown in Figure 2.1.

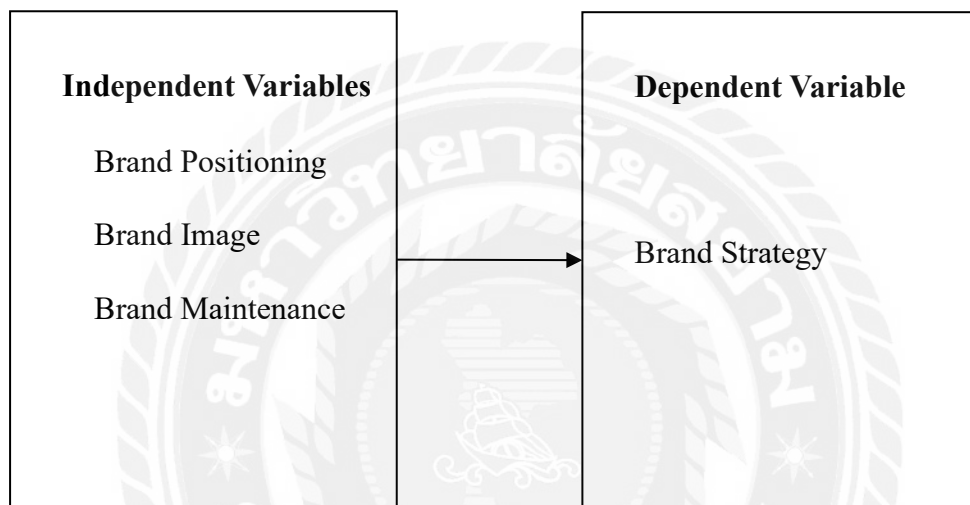


Figure 2.1 Conceptual Framework

Chapter 3 Research Methodology

3.1 Research Design

This study designed a conceptual model of the influencing factors of Xiang Dian Heavy Equipment Company's brand strategy. The independent variables include brand positioning, brand image, and brand maintenance. The dependent variable is brand strategy. This study adopted a quantitative approach, using a questionnaire survey. A questionnaire was designed with 16 questions using a Likert five-point scale to ensure operability and consistency in assessing Xiang Dian Heavy Equipment Company's brand strategy.

3.2 Population and Sample

The population of the study was the senior and middle-level managers of Xiang Dian Heavy Equipment Company. The simple random sampling method was used in the study. In the formula (Yamane, 1973), n represents the sample size, s is the quartile of the standard normal distribution with a confidence level usually 95%, currently $Z=1.96$. p is the sample standard deviation, which is estimated to be 0.5. The permissible margin of error, E (i.e., the maximum permissible difference between the sample mean and the overall mean), was set at 0.05. The result of calculating is 400 samples.

$$n = \frac{s^2 * p^2}{E}$$

3.3 Hypothesis

The relationship between variables is set through hypotheses. Therefore, hypotheses are formulated:

H1: Brand positioning positively impacts the brand strategy of Xiang Dian Heavy Equipment Company.

H2: Brand image positively impacts the brand strategy of Xiang Dian Heavy Equipment Company.

H3: Brand maintenance positively impacts the brand strategy of Xiang Dian Heavy Equipment Company.

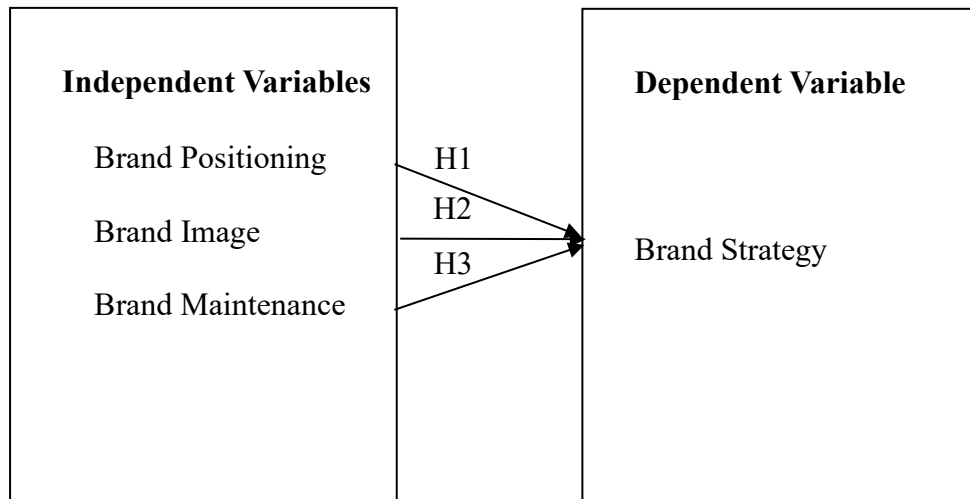


Figure 3.1 Hypotheses

3.4 Research Instrument

A questionnaire was designed based on the Likert five-point scale. The measurement of each variable employed traditional scales from the research literature. The questionnaire is divided into two parts. The first part collects basic information about the middle and senior management personnel at Xiang Dian Heavy Equipment Company, including gender, age, income, and education. The second part introduces the measurement items for each variable. In the questionnaire design, there are 4 measurement items for brand positioning, 4 for brand image, 4 for brand maintenance, and 4 for corporate brand strategy. The survey questionnaire includes 16 measurement items, as shown in Table 3.1.

Table 3.1 Measurement Items

No.	Dimension	Measurement Item	NO.
1	Brand Positioning	Our brand has a clear market positioning.	Q1
2		Our brand positioning meets the needs of target customers.	Q2
3		Our brand positioning is distinctly different from competitors.	Q3
4		We have consistently adhered to the current brand positioning strategy.	Q4
5	Brand Image	Customers have a favorable impression of our brand.	Q5
6		Our brand image aligns with the company's values.	Q6
7		Customers perceive our brand as trustworthy.	Q7
8		Our brand image enjoys high recognition in the market.	Q8
9	Brand Maintenance	We regularly conduct activities to enhance brand awareness.	Q9

10		We promptly respond to customer feedback regarding the brand.	Q10
11		We continuously improve to maintain a positive brand image.	Q11
12		We have invested sufficient resources in brand maintenance.	Q12
13	Brand Strategy	Our brand strategy is aligned with the company's overall strategy.	Q13
14		Our brand strategy effectively enhances market competitiveness.	Q14
15		Our brand strategy adapts to changes in the market.	Q15
16		Our brand strategy has the support of senior management.	Q16

3.5 Reliability and Validity Analysis of the Scale

3.5.1 Questionnaire Reliability Analysis

Cronbach's Alpha coefficient was used to assess the consistency among various variables. According to the data, the reliability coefficient for brand positioning is 0.783, indicating strong internal consistency among related items. The Alpha value for brand image is 0.769, demonstrating reliable measurement consistency. The coefficient for brand maintenance is 0.783, slightly lower than the first two but still within an acceptable range of reliability. Finally, the reliability coefficient for brand strategy is 0.785, proving good internal consistency among the items. Variables have Cronbach's Alpha coefficients above 0.7, indicating high reliability.

This suggests that the questionnaire's measurement items are designed reasonably and can provide stable support for further statistical analysis. The close reliability among different variables reflects the consistency and coordination of the scale in its overall design, providing reliable data support for the study, as shown in Table 3.2.

Table 3.2 Variable Reliability Test

Variables	Cronbach's Alpha	N of Items
Brand Positioning	0.783	4
Brand Image	0.769	4
Brand Maintenance	0.783	4
Brand Strategy	0.785	4

3.5.2 Questionnaire Validity Analysis

The validity test results indicate that the data collected in this study are suitable for factor analysis. The Kaiser-Meyer-Olkin (KMO) measure of sampling adequacy yields a value of 0.831, well above the commonly used threshold of 0.6, suggesting an adequate sample size and appropriate inter-variable correlations for this type of analysis. Bartlett's test of sphericity is significant, with a Chi-Square value of 2241.45 and a P-value of 0.000, implying that the null hypothesis was rejected. There are relationships among the variables, factor analysis can be conducted. These results demonstrate that a robust dataset for exploring underlying factors. Factors with eigenvalues greater than 1 were extracted, and the total cumulative explained variance reached 69.735%.

Table 3.3 KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		0.831
Bartlett's Test of Sphericity	Approx. Chi-Square	2241.45
	df	134
	Sig.	0.000

3.6 Data Collection

Data collection was conducted between July 2024 and October 2024. With the assistance of the company's management, eligible managers were selected to participate in the survey. The research team distributed the questionnaires to the respondents. It provided detailed explanations of the research purpose and completion requirements, ensuring that participants fully understood the questions and responded truthfully, enhancing the accuracy and representativeness of the data. A total of 400 questionnaires were distributed. The research team conducted a rigorous data review, excluding invalid questionnaires with incomplete or inconsistent answers. Ultimately, 234 questionnaires were returned, resulting in an effective response rate of 58.5%.

3.7 Data Analysis

3.7.1 Descriptive Statistics

The software used in the descriptive statistics included Excel and SPSS, and the statistical analysis on the mean, standard deviation, percentage, normal distribution, kurtosis value, and skewness value were mainly conducted on the demographic characteristics of sample. Descriptive statistics provided basic support for further analysis of the data.

3.7.2 Factor Analysis

Exploratory factor analysis was conducted on the survey data through SPSS to extract common factors and determine the common dimensions of brand strategy. The reliability and validity of the constructed model were determined, which provided a theoretical basis for the improvement of the brand strategy.

3.7.3 Correlation Analysis

Correlation analysis was conducted in this study. Correlation analysis is a statistical method used to assess the strength and direction of the relationship between two or more variables. In research, correlation analysis is employed to explore whether there exists an association between different variables and whether this association is positive, negative, or indicates no significant relationship.

3.7.4 Multiple Regression Analysis

Multiple regression analysis examined the influencing factors of the brand strategy of Xiang Dian Heavy Equipment Company. By constructing regression models, the effect of brand positioning, brand image, and brand maintenance on the brand strategy of Xiang Dian Heavy Equipment Company was explored. This method revealed the independent influence of factors and analyzed their relative importance in brand strategy.

Chapter 4 Findings and Discussion

4.1 Findings

4.1.1 Demographic Characteristics of Participants

The sample characteristic data from the research on brand strategy of Xiang Dian Heavy Equipment Company reveals that 234 respondents participated, with a relatively balanced gender ratio, where males accounted for 47.9%, and females accounted for 52.1%. Regarding age distribution, the highest proportion of respondents was those under 25, reaching 34.26%. The age group of 26 to 45 years accounted for 33.8%, while those over 45 years represented 32.1%, indicating a nearly balanced age distribution. Regarding income distribution, 19.2% of respondents earned below 3,000 yuan, 21.4% earned between 3,001 and 6,000 yuan, 17.1% earned between 6,001 and 10,000 yuan, 22.2% earned between 10,001 and 20,000 yuan, and those earning over 20,000 yuan accounted for 20.1%. The high-income group (earning over 10,000 yuan) accounted for approximately 42.3% of the sample, demonstrating a significant shift towards the middle to high-income bracket. In educational background, the respondents held a bachelor's degree (64.5%), followed by those with a high school diploma or below (14.5%). Master's degree holders comprised 12.4%, while other degrees accounted for 8.5%. These indicate that the sample group has a relatively high level of education, with most possessing a bachelor's degree or above, reflecting the high educational attainment of the research subjects, as shown in Table 4.1.

Table4.1 Descriptive Statistical Analysis of Participants

Item	Options	Frequency	Percent%
Gender	Male	112	47.9
	Female	122	52.1
Age	Under 25	80	34.2
	26-45	79	33.8
	Above 45	75	32.1
Income	below 3000	45	19.2
	3001-6000	50	21.4
	6001-10000	40	17.1
	10001-20000	52	22.2
	Above20000	47	20.1
Education	High school and below	34	14.5
	Undergraduate	151	64.5
	Master's degree	29	12.4
	Others	20	8.5
Total		234	100.0

4.1.2 Correlation Analysis

The Pearson correlation matrix presents the relationships among brand positioning, brand image, brand maintenance, and brand strategy. All correlation coefficients are positive and significant, indicating strong associations among these variables. The highest correlation coefficient is observed between brand positioning and brand strategy, at 0.842, suggesting a close relationship between brand positioning and brand strategy. Brand positioning shows high correlations with brand maintenance (0.756) and brand image (0.743), emphasizing the importance of brand positioning in shaping brand perception and maintaining brand consistency. The strongest correlation is found between brand maintenance and brand image, reaching 0.810, indicating that brand maintenance have a significant impact on brand image. Brand strategy demonstrates high correlations with all other variables, suggesting that brand strategy links to all aspects of the brand.

Table 4.2 Correlation Between Variables (Pearson Correlation Matrix)

	Brand Positioning	Brand Image	Brand Maintenance	Brand Strategy
Brand Positioning	1			
Brand Image	.743**	1		
Brand Maintenance	.756**	.810**	1	
Brand Strategy	.842**	.794**	.784**	1

NOTE: *P<0.05, **P<0.01, ***P<0.001

4.1.3 Multiple Regression Analysis

The constant term C in the regression equation is 0.556, with a significance level (Sig.) of 0.000, indicating that the constant term has a significant impact on the model. Brand positioning, brand image, and brand maintenance all demonstrate positive effects. The unstandardized regression coefficient (Unstd. B) for brand positioning is 0.732, with a standardized regression coefficient (Std. Beta) of 0.724, a t-value of 9.775, and a significance level of 0.000. This suggests that brand positioning has an influence on brand strategy and is one of the primary predictor variables. The unstandardized regression coefficient for brand image is 0.751, with a standardized regression coefficient of 0.745, a t-value of 8.761, and a significance level of 0.000, showing that brand image makes a significant contribution to brand strategy. The unstandardized regression coefficient for brand maintenance is 0.763, with a standardized regression coefficient of 0.756, a t-value of 5.912, and a significance level of 0.000, indicating that brand maintenance is also a significant influencing factor for brand strategy, albeit with a relatively lower t-value. The model exhibits a high degree of explanatory power, with an R-squared (R Square) value of 0.825 and an adjusted R-squared (Adjusted R Square) value of 0.808, suggesting that the three independent variables can explain 80.8% of the variation in brand strategy. Additionally, the variance inflation factors (VIF) are close to 1, ranging from 0.998 to 1.123, indicating no significant multicollinearity. This

regression model demonstrates a high degree of fit, with brand-related factors having positive effects on brand strategy, emphasizing the importance of brand positioning, brand image, and brand maintenance in formulating brand strategy. Based on the results of the analysis in Table 4.3, the relationships between the variables were derived. All hypotheses are valid.

Table 4.3 Multiple Regression Analysis

Item	Unstd. B	Std. Beta	t	Sig.	VIF	F
C	0.556		8.561	0.000		76.88***
Brand Positioning	0.732	0.724	9.775	0.000	0.998	
Brand Image	0.751	0.745	8.761	0.000	1.012	
Brand Maintenance	0.763	0.756	5.912	0.000	1.123	
R Square	0.825					
Adjusted R Square	0.808					

Based on the results of the analysis in Table 4.3, the relationships between the variables were derived. Therefore, according to the results of the data analysis, brand positioning positively impacts the brand strategy of Xiang Dian Heavy Equipment Company, which supports Hypothesis 1. Brand image positively impacts the brand strategy of Xiang Dian Heavy Equipment Company, which supports Hypothesis 2. Brand maintenance positively impacts the brand strategy of Xiang Dian Heavy Equipment Company, which supports Hypothesis 3.

4.2 Discussion

4.2.1 Brand Positioning Positively Impacts the Brand Strategy of Xiang Dian Heavy Equipment Company

Brand positioning serves as the cornerstone of brand strategy, determining a brand's competitive stance in the market and customer perception. For Xiang Dian Heavy Equipment Company, a clear and distinct brand positioning has helped it establish a differentiated advantage in the heavy equipment market, enhancing brand recognition. Through precise market positioning, Xiang Dian Heavy Equipment can understand the needs of target customers and formulate corresponding product and service strategies, thereby strengthening customer satisfaction and loyalty. Effective brand positioning also raises market entry barriers, preventing competitors from replicating the strategy. This brand positioning provides a solid foundation for formulating brand strategies, ensuring that all strategic initiatives are aligned with the core positioning, maintaining brand consistency and long-term developmental advantages. Therefore, the accuracy and uniqueness of brand positioning are among the

key factors contributing to the success of Xiang Dian Heavy Equipment Company's brand strategy.

4.2.2 Brand Image Positively Impacts the Brand Strategy of Xiang Dian Heavy Equipment Company

The brand image represents customers' overall perception and evaluation of a brand, serving as the "psychological impression" established by the brand in the market. By continuously shaping a positive brand image, Xiang Dian Heavy Equipment Company can effectively elevate its market recognition and brand reputation. The brand image helps the company build trust and goodwill among customers and boosts the brand's market appeal, making customers more inclined to choose its products and services. A favorable brand image contributes to increasing brand loyalty, making customers more likely to opt for the brand in future purchasing decisions. Additionally, as an intangible asset, brand image brings long-term value to the enterprise, creating favorable conditions for brand strategies. Especially in the heavy equipment industry, where customers' trust and recognition of the brand often determine purchasing decisions, Xiang Dian Heavy Equipment Company can establish a solid advantage in the fiercely competitive market by maintaining and enhancing its brand image.

4.2.3 Brand Maintenance Positively Impacts the Brand Strategy of Xiang Dian Heavy Equipment Company

Brand maintenance is a crucial component of brand strategy, referring to the various activities and initiatives employed by enterprises to sustain the brand's positive image and market competitiveness throughout its lifecycle. For Xiang Dian Heavy Equipment Company, brand maintenance is reflected in its emphasis on customer feedback, strict control over product quality, and ongoing marketing promotions. By promptly responding to customer needs and resolving issues, Xiang Dian Heavy Equipment can strengthen customer relationships and enhance brand loyalty. At the same time, the company maintains the brand's high-quality image by continuously optimizing products and services, bolstering its market competitiveness. Brand maintenance also includes the continuous dissemination and promotion of the brand image, keeping the brand in customers' view. These ongoing brand maintenance activities extend the brand's lifecycle and provide stable support for brand strategies, enabling the company to maintain flexibility and adaptability in a dynamic market environment. Therefore, the positive role of brand maintenance lies in helping Xiang Dian Heavy Equipment Company achieve sustainable growth and long-term success in its brand strategy.

Table 4.4 Hypothesis Test Results

NO.	Hypothesis	Result
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H1	Brand positioning positively impacts the brand strategy of Xiang Dian Heavy Equipment Company	Supported
H2	Brand image positively impacts the brand strategy of Xiang Dian Heavy Equipment Company.	Supported
H3	Brand maintenance positively impacts the brand strategy of Xiang Dian Heavy Equipment Company.	Supported



Chapter 5 Conclusion and Recommendation

5.1 Conclusion

The literature review was conducted to analyze the factors that influence the brand strategy of Xiang Dian Heavy Equipment Company. The quantitative method was employed to analyze the collected questionnaires, ensuring the reliability and validity of the data. Descriptive and correlation analyses were conducted on the data to determine the relationships among the variables. Through analysis, the hypotheses were validated, and the interactions among the variables in the model were clarified. This study found that brand positioning, brand image, and brand maintenance positively impact the brand strategy of Xiang Dian Heavy Equipment Company.

Brand positioning has a significant positive impact on Xiang Dian Heavy Equipment Company's brand strategy. A brand positioning helps the company establish a differentiated advantage in the highly competitive heavy equipment market, enhancing brand recognition and market competitiveness. Brand image is crucial to the success of brand strategy. A favorable brand image helps Xiang Dian Heavy Equipment Company establish positive perceptions among customers, lifting brand reputation and market recognition. Brand maintenance is a factor in ensuring the effective implementation of brand strategy. Through ongoing brand maintenance activities, including actively responding to customer feedback, optimizing product quality, and conducting effective marketing promotions, Xiang Dian Heavy Equipment maintains its brand image and enhances its market competitiveness.

This study validates the central role and positive effects of brand positioning, brand image, and brand maintenance in brand strategy. The research results indicate that if enterprises can systematically consider these three elements in their brand strategy and effectively manage and optimize them, they can significantly improve the brand's market performance and long-term competitiveness. Xiang Dian Heavy Equipment Company can consolidate its market position and successfully achieve its brand strategic objectives by further strengthening brand positioning, shaping a high-quality brand image, and continuously carrying out brand maintenance activities.

5.2 Recommendation

5.2.1 Optimizing Brand Positioning

When formulating its brand strategy, Xiang Dian Heavy Equipment Co., Ltd. needs to clarify its core competitive advantages. The company must closely align with market demands and continuously strengthen its unique value proposition to distinguish itself in the fiercely competitive market. Currently, green energy and intelligent

manufacturing have emerged as significant trends in industry development. By adopting these as its core development directions, Xiang Dian Heavy Equipment can meet customers' needs for sustainable development and efficient production, while establishing a distinctive brand image in the market as a "technology leader and industry pioneer." Xiang Dian Heavy Equipment should concentrate its resources on green energy technologies and intelligent manufacturing solutions. By increasing promotional and marketing efforts, the company can effectively communicate its advantages in these two areas, enhancing brand awareness and recognition. For instance, Xiang Dian Heavy Equipment can leverage channels such as industry exhibitions, professional forums, and media coverage to showcase its latest technological achievements and product advantages, emphasizing innovation capabilities in green energy and intelligent manufacturing. Such brand communication strategies can attract potential customers and strengthen the trust and loyalty of existing customers toward the brand.

Xiang Dian Heavy Equipment should develop highly targeted marketing strategies, focusing on segmented markets and specific customer groups to enhance brand recognition and influence within these segments. Through in-depth market research, the company can understand the needs and pain points of customer groups, thereby adjusting its product and service strategies. For example, the company can prioritize green energy products for concern about environmental protection. The company can highlight its intelligent manufacturing solutions. Such precision marketing helps the company target its ideal customers and enhances their identification with and preference for the brand. Xiang Dian Heavy Equipment should flexibly adjust its brand positioning to ensure close alignment with the ever-changing market environment. When external market conditions change, the company should promptly adjust its brand strategy to stay synchronized with customer needs. For instance, as global carbon emission and environmental protection requirements become increasingly stringent, the company can further strengthen its green energy brand image by launching new eco-friendly products and solutions, thereby consolidating its leading position. Xiang Dian Heavy Equipment should build and strengthen its brand strategy by clarifying its core competitive advantages, focusing on green energy and intelligent manufacturing, implementing customized marketing strategies, and flexibly adjusting brand positioning. Only by doing so can the company establish a unique and highly competitive brand image in the market, achieve sustainable brand development, and provide robust support for the company's long-term growth.

5.2.2 Unifying Brand Image

In the implementation of brand strategy, Xiang Dian Heavy Equipment Co., Ltd. needs to attach great importance to the unity and consistency of its overall brand image. This concerns not only the visual identity presented externally but also the comprehensive brand perception and customer experience in the market. A unified

brand image can convey the company's core values, and enhance customers' brand recall and trust, forming a unique competitive advantage in the fiercely competitive heavy equipment market. Xiang Dian Heavy Equipment can showcase its overall strength to the outside world through various high-visibility channels such as high-end exhibitions, industry forums, and international cooperation. For instance, when participating in international exhibitions, the company can present a consistent brand style and visual effect through well-designed exhibition stands, professional interpreters, and abundant promotional materials. Such displays can reinforce Xiang Dian Heavy Equipment's leadership position in the industry and effectively disseminate the company's latest achievements in innovation and sustainable development. Through interactions with industry experts, potential customers, and partners, the company can further convey its brand values, enhancing the brand's positive exposure and recognition.

Xiang Dian Heavy Equipment should also leverage digital means to optimize customer experience and maintain brand image consistency across various touchpoints. From the official website and mobile applications to social media platforms, the company should establish a unified visual identity system, including logos, colors, fonts, and brand language. This unified design enhances brand recognition and ensures a consistent user experience across different platforms. Whether browsing the company's website, checking social media updates, or using online customer service functions, customers can feel Xiang Dian Heavy Equipment's attention to detail and pursuit of high quality. In brand language application, Xiang Dian Heavy Equipment should maintain a consistent brand tone and communication style, reflecting its commitment to quality and exceptional service. Whether in corporate announcements, product descriptions, or marketing campaigns, the brand language should convey professionalism and reliability, showcasing the company's deep expertise in technology research and development and customer service. Through this consistent brand communication, the company can convey a clear message to customers: Xiang Dian Heavy Equipment is not only a heavy equipment manufacturer with exceptional technology but also a trustworthy brand focused on sustainable development. This consistency and unity of the brand image help improve the brand's market influence and enhance customers' brand recognition and preference, thereby increasing customer loyalty. For Xiang Dian Heavy Equipment Co., Ltd., shaping and maintaining a unified brand image is an expression of internal corporate culture cohesion and a means of externally showcasing brand strength.

5.2.3 Strengthening Brand Maintenance

Xiang Dian Heavy Equipment should regularly conduct customer satisfaction surveys, which are one of the core aspects of brand maintenance work. Through systematic and scientific survey methods, the company can gain insights into customers' true feelings about its products and services, collecting first-hand market feedback. This

feedback data not only helps the company accurately identify customer pain points and needs but also provides strong support for subsequent product improvements and service optimizations. For example, if customer feedback indicates dissatisfaction with the response speed of after-sales service, the company can quickly adjust resource allocation to improve service efficiency, thereby enhancing customer experience. This timely response and improvement can significantly increase customers' trust in the brand, further strengthening brand loyalty. In terms of investment in brand maintenance, Xiang Dian Heavy Equipment needs to adhere to high standards of after-sales service and technical support, which are reflections of brand promises and important means of enhancing market competitiveness. Customers in the heavy equipment industry typically have extremely high requirements for product performance and after-sales service. Therefore, when maintaining its brand, the company should pay special attention to improving the quality of after-sales service. By establishing a rapid response mechanism and a professional technical support team, Xiang Dian Heavy Equipment can ensure that customers receive timely and effective solutions when encountering problems. Such service levels can improve customer satisfaction and enhance customers' dependence on and loyalty to the brand, forming a stable customer base.

Brand maintenance involves external customer service focusing on internal cultural construction and strategic communication. Xiang Dian Heavy Equipment needs to ensure that all employees and partners have an understanding of the company's brand strategy and core values. This understanding is the internal driving force for successful brand maintenance, as employees and partners are the "front line" of brand communication, and their identification with and active participation in the brand can directly affect the brand's market performance. The company can convey the latest developments and specific requirements of the brand strategy through regular training and internal communication activities, making every employee a brand ambassador. Additionally, partners, as part of the company's supply chain, should also be included in the scope of brand maintenance. Through close communication and strategic cooperation with partners, the company can ensure brand consistency and reliability throughout the supply chain, thereby enhancing the brand's overall competitiveness.

By jointly participating in brand building and maintenance, the company can form a mutually supportive and jointly developing brand network, further promoting the inheritance and promotion of brand culture. In this process, Xiang Dian Heavy Equipment's brand will no longer be just an identifier of products and services but will represent a long-term, sustainable development commitment and value proposition. Strengthening brand maintenance for Xiang Dian Heavy Equipment is an inevitable choice for enhancing market competitiveness a critical path to achieving long-term brand success. By continuously conducting customer satisfaction surveys, providing high-standard after-sales service, engaging in in-depth internal cultural construction, and involving a wide range of partners, the company can consolidate brand value and

create a brand image with strong vitality and competitiveness, laying a solid foundation for the company's long-term development.

5.3 Further Study

Future research can delve into the brand strategy of Xiang Dian Heavy Equipment, exploring ways to optimize and deepen brand management practices. The relationship between brand innovation and technology-driven advancements merits further investigation. As technology evolves and market demands shift, brand innovation has emerged as a crucial means for enterprises to maintain their competitiveness. Xiang Dian Heavy Equipment's brand strategy in intelligent manufacturing and green energy can be further integrated with the latest technological innovations, examining how cutting-edge technologies (such as artificial intelligence, the Internet of Things, and big data,) can propel brand innovation. The relationship between brand experience and customer loyalty can be further explored. As consumers' expectations of brands rise, brands must not only offer high-quality products and services but also prioritize the overall brand experience for customers. Future research can focus on enhancing brand loyalty through optimized customer experiences, exploring the long-term impact of specific practices in customer service, after-sales experience, and product customization on brand loyalty.

Cross-cultural brand communication and international market expansion constitute significant directions for future research. With the ongoing advancement of globalization, Xiang Dian Heavy Equipment may encounter more opportunities for expanding into international markets. In this process, ensuring the adaptability and effectiveness of the brand across different cultural contexts will be crucial for the success of its brand strategy. Future research can delve into the impact of different cultural environments on brand communication, exploring how brands can adjust their communication strategies to cater to the needs of various markets while maintaining consistency and identity globally. Future research can further explore aspects such as brand innovation, customer experience, international communication, social responsibility, and brand ecosystem construction, aiding Xiang Dian Heavy Equipment, in continuously enhancing its brand value and competitiveness in a complex and ever-changing market environment, and providing theoretical support and practical guidance for the successful implementation of its brand strategy.

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Appendix

Dear Sir/Madam,

Thank you for your participation in this questionnaire survey. The survey will be conducted anonymously, and your relevant information will be kept confidential. Thank you again for your cooperation.

Part I :

1. Gender?

A Male B Female

2. Age?

A Under 25 B 26-45 C Above 45

3. Your monthly income?

A below 3000 B 3001-6000 C 6001-10000 D 10001-20000 E Above 20000

4. Your level of education?

A High school and below B Undergraduate C Master's degree D Others

Part II : Please judge to what extent you agree with the following statement; choose the most appropriate option, and mark the corresponding number " √ . " The questionnaire used a Likert scale, ranging from 1 to 5 in which one indicates strongly disagree (or strongly disagree), two indicates relatively disagree (or relatively disagree), three indicates neutral, four indicates relatively agree (or relatively agree), and five indicates strongly agree (or strongly agree)

No.	Dimension	Measurement Item	1	2	3	4	5
1	Brand Positioning	Our brand has a clear market positioning.					
2		Our brand positioning meets the needs of target customers.					
3		Our brand positioning is distinctly different from competitors.					
4		We have consistently adhered to the current brand positioning strategy.					
5	Brand Image	Customers have a favorable impression of our brand.					
6		Our brand image aligns with the company's values.					

7		Customers perceive our brand as trustworthy.					
8		Our brand image enjoys high recognition in the market.					
9	Brand Maintenance	We regularly conduct activities to enhance brand awareness.					
10		We promptly respond to customer feedback regarding the brand.					
11		We continuously improve to maintain a positive brand image.					
12		We have invested sufficient resources in brand maintenance.					
13	Brand Strategy	Our brand strategy is aligned with the company's overall strategy.					
14		Our brand strategy effectively enhances market competitiveness.					
15		Our brand strategy adapts to changes in the market.					
16		Our brand strategy has the support of senior management.					