



# Investigating the Moderating Effect of Social Media on the Relationship between Brand Architecture and Brand Love among Telecommunication Service Provider Users

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## KEYWORDS

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## ABSTRACT:

Branding can be defined as a set of tangible and intangible attributes that are designed to create awareness and identity, with the aim to build the reputation of a product, service, person, place and organization. In order to ensure that the customers are in “love” with the brand, organizations, particularly telecommunication service providers must consider the branding architecture which focuses on three (3) main dimensions: branded house, stand-alone and brand endorsement. Therefore, the objective of this study is to investigate the moderating role of social media towards brand architecture and brand love with Resource Based View as fundamental theory. Using quantitative methodology, this study involved 420 respondents from five different brands of telco users. The implications of this research are telecommunication service providers need to consider each component of branding architecture to ensure long-term business operation and that the outcome of this research will also provide additional insight into business sustainability model. Theoretical and practical implications were discussed to provide insights for future research in this area.

## 1. Introduction

In today's competitive market, customers are being exposed with the same products and services, but offered by different brands, and service providers. Hence, branding plays a crucial role here to attract the customer to purchase the product and use the services. The main reason of branding and brand management is to create differentiation for the products and services offered by the organization. There are studies on branding focusing on product brands (e.g. Alizadeth, Moshabaki, Hoseini & Naiej, 2014). A brand that is successful can be perceived as a product that is easy to recognize, a good service, a person or place in such that

the customers perceived as relevant, sophisticated, unique and most importantly, match their needs. This is further supported by Aaker and Joachimsthaler (2000), that customers would like to have a relationship with brands that share the values of the organization that portrayed higher purpose. Conceptually and theoretically, an organization uses branding as a mechanism to build sales by identifying products and services.

Branding also acts as an initial step to build customer's awareness by naming the offer but to differentiate the offer from the other service providers who are selling and providing the same service and products. In a nutshell, branding is all about being different and



staying competitive amongst its competitors (Kay, 2006). According to Claye, Crawford, Freudnt, Lehmann and Meyer (2013), there are three (3) major reasons why branding is crucial in today's market. Firstly, branding influences the decision made by customers. This is where most of the organizations perceive business marketing and branding are all about producing greater products and services offered at reasonably and competitive prices amongst its competitors (Harvey, 2017). The sales personnel claim that the availability of the products and services will suffice hence make a deal between the organization and customers. In line with this, they perceive brand as the icing on the cake.

Currently, most of the brands are required to develop strong and positive relationships with customers in which brands should engage in various actions to bond with customers which will lead to brand love. Customers' love for brand is a positive feeling that reflects a strong emotional attachment that goes beyond brand liking (Joshi & Garg, 2020). In recent years, there have been various studies investigating the customers' attitude towards the brand, specifically on the affective component of customers in evaluating a brand namely the level of likes or dislikes towards the brand.

In today's brand consumer relationship, brand love is a recent marketing concept has been impacting other variables such as purchase intention and word of mouth. According to Arbouch and Barzi (2021), despite brand love can be considered as an important construct in today's market, certain service providers are having difficulties to understand how to generate a love relationship between the brand and customers and what its behavioral consequences may be. Nowadays, customers tend to question the current brands that they are currently using, which in turn, developing the "love" towards the brand is an issue that needs to be solved (Yildiz & Demirel, 2017). This is because, certain brands fail to deliver the promises that they have made to the customers and this has resulted in customers are now demanding for more transparent communication in order to instil the love and enhance the relationship with the brands. There is a gap in the academic literature about the influence of brand love actions in the context of the branding architecture. The problem arises when there has been a little focus on the branding concept itself and there is less research on investigating the brand and its relationship to brand love (Maheshwari, Vandewalle & Bamber, 2011). According to Alizadeh, Moshabaki, Hoseini and Naiej (2014), organizations are having difficulties to choose which branding architecture strategies that suit the business operation, hence creating difficulties to influence the customer to purchase their brands instead of their

competitor's brands. Customers are also living in active global communications with the emerging usage of social media, thus the business environment has become more problematical (Shojaee & Azman, 2013). The marketers and organizations are having difficulties to create and increase the brand awareness via brand visibility as they are required to convey and coordinate messages and efforts across media to capture consumers' attention (Shojaee & Azman, 2013). Henceforth, this paper aims to answer three (3) research questions which are (1) What is the level of branding architecture (branded house, stand-alone brand, brand endorsement), brand love and social media among telecommunication service provider users? (2) What is the relationship of branding architecture (branded house, stand-alone brand, brand endorsement) on brand love among telecommunication service provider users? And lastly (3) How does social media moderate the relationship between branding architecture (branded house, stand-alone brand, brand endorsement) on brand love among telecommunication service provider users?

## 2. Literature Review

### Telecommunication Industry in Malaysia

Telecommunication industry in Malaysia has been controlled by three most popular companies which are Maxis, Digi and Celcom. The services that are offered by the companies have tremendously assist people to make their daily lives easier. The three companies have been competing with each other to be at the top and leading the industry in Malaysia.

The number of telecommunication companies in Malaysia that are constantly fulfilling the needs of customers to communicate is rising. In the past 6 years, the telecommunication market has been dominated by major telecommunication companies such as U-Mobile and Tune Talk. Due to the intense competition among telecommunication service providers, it is an undeniable fact that the telecommunication market structure in Malaysia is oligopoly (Adam, Mohd, Wan, Chin & Vincent, 2012).

### Brand Love

The concept of brand love can be best defined as the extent to which a happy and satisfied customer is emotionally and passionately attached to a particular brand or product (Kumar, Murphy, Talwar, Kaur & Dhir, 2021). Furthermore, the concept of brand love is further supported by Anggraeni and Rachmanita (2015) where this concept is about the attitude that the customers have towards a particular brand which include the customer's ability to think, feel and behave with that particular brand. For example, according to YouGov analysis, Shopee is considered as one of the



brands that the customers have definite feeling of love and satisfaction in the year of 2021. Brand love was also found to influence other brand related concepts such as brand loyalty and word-of mouth. The ability of a customer to be able to recognize and recall of some brand is one of the variables of decision, so that the customers will have a sense of willingness to purchase the same product over time.

### **Branded house strategy**

Branded house can be best defined as the only corporate brand name that is utilised in all sorts of communications of the company whether internally or externally. In this view also, the corporate dominant is perceived as “company brand” and this will become the main discriminator of the branding strategies (Junior, 2018).

According to Kapferer (2008), branded house is identified by a single and one unique brand level, and it is normally associated with the corporate name, and that of the organization itself. The organization that adopts or practices this strategy must then fall into the line with the value of the brand and will continue to be the carrier of the brand. There are few industries that follow this strategy such as banking, insurance, and consultancy agencies. According to Knox and Bickerton (2003), there is a broader definition of branded house and this includes the visual, verbal and behavioural expression of an organization’s exclusive business model.

### **Stand-alone strategy**

This strategy involves an independent set of stand-alone brands, where the main objective is to maximise the impact on the market it offers (Aaker & Joachimsthaler, 2000). According to Rao et al., (2004), this strategy does not leverage on its main name or corporate name for branding its products and services. Instead, the organization will choose individual brand names to position its brand in the market. In this strategy also, each brand under this strategy will operate independently to boost its market share and the financial return. In such branding strategy approach, the underlying theory is that the total sum performance of the range of independent brands will be higher as compared to the situation where the brands were managed by a single master brand

### **Brand endorsement strategy**

In this branding strategy, two (2) brand names, which are corporate and individual products brand names are utilized together with the aim to vary the visibilities to brand the products and services offered by the organization. According to Rao et al., (2004), in a brand endorsement strategy, the organizations engage a set of house or family brands, such as subsidiary names,

in their portfolio and this is an addition to using the corporate name for certain services and products offered by the organizations. Brands with names other than the organization’s name are typically durable and will bring values to the organization.

### **Social media (known and getting known)**

According to Purnama and Asdlori (2023), social media functions as an expansive online platform that not only facilitates interaction but also serves as a hub for exchanging information and actively engaging in content creation. This versatile tool allows individuals, groups, and organizations to participate in a dynamic digital space, fostering connections and communication. It goes beyond mere information exchange, empowering users to generate and share content, thereby contributing to a rich and collaborative online environment. The significance of social media is underscored by its global reach, rendering it a potent and effective communication tool for end-users across diverse geographical locations. Its ubiquity has transformed the way people connect, share, and consume information, making it an indispensable part of contemporary communication.

From an organizational perspective, social media assumes a strategic role in providing customers with a comprehensive view of products, encompassing various brand attributes. It serves as a virtual window through which customers can explore and understand the values, features, and identity associated with a brand. Leveraging social media effectively enables organizations to cultivate brand loyalty, engage with their audience, and stay attuned to market dynamics. To maximize brand visibility through social media, organizations often adopt a multi-faceted approach, collaborating with various media agencies. This collaborative effort extends across different channels, including home media, television, and online marketing, as emphasized by Bhasin (2016). By strategically utilizing these channels, organizations aim to create a cohesive and impactful online presence, ensuring that their brand messaging resonates with the target audience.

### **Resource Based View Theory (RBV)**

RBV is an approach to achieving competitive advantage that emerged in the 1980s and 1990s after the major works published by Wernerfelt, B. (“The Resource-Based View of the Firm”), Prahalad and Hamel (“The Core Competence of The Corporation”), Barney, J. (“Firm resources and sustained competitive advantage”) and others. According to RBV proponents, it is much more feasible to exploit external opportunities using existing resources in a new way rather than trying to acquire new skills for each



different opportunity. In the RBV model, resources are given the major role in helping companies to achieve higher organizational performance as shown in Figure 1. RBV provides vital framework in explaining and forecasting the basis of organization's competitive advantage which will lead to the desirable performance of the organization (Barney, Ketchen & Wright, 2011). Peteraf and Barney (2003) argued that an organization will achieve competitive advantage when it has the capability to generate ideal economic value than the marginal value (breakeven value) offered by its competitors.

Despite of having numerous marketing and branding researchers may evaluate only one resource (branding, relationship), organization's function (communication, sales, R&D) or any other phenomenon at a time, organizations are often worried about investigating

various resources and phenomena concurrently to gauge the drivers of organization's performance. Research in this area commonly alleviate the concept that an organization's valuable, rare, and imitable and organization of policies and procedures to enhance the overall performance of organization. As for example, the impact of brand management and strategies on performance of the organization that switches from negative to positive response when the organization organized customer relationship management, which appears as one of the critical successes of the organization. This is also further supported by Merrilees, Rundle-Thiele and Lye (2011) that organization's capability is the dominant factor of an organization's performance. In view of this, branding architecture, social media are proven to be the factor that could create the love from the customers.

Figure 1. Resource Based View framework by Werner felt et al. (1990)

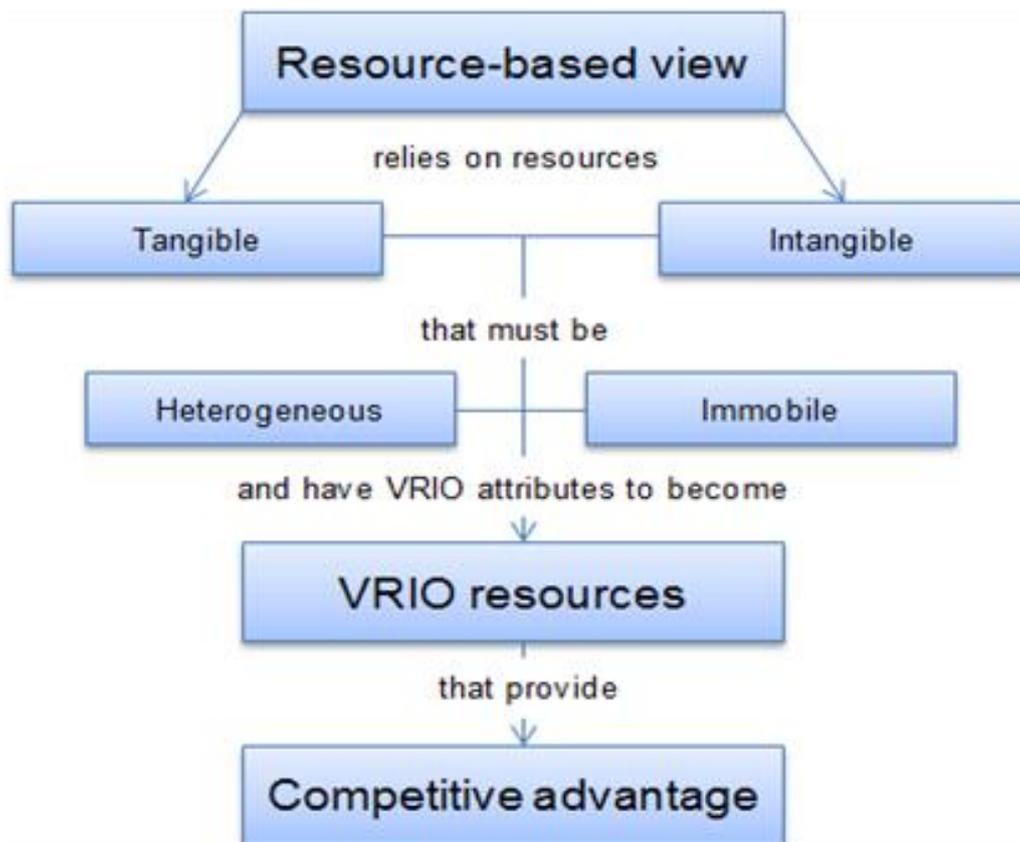
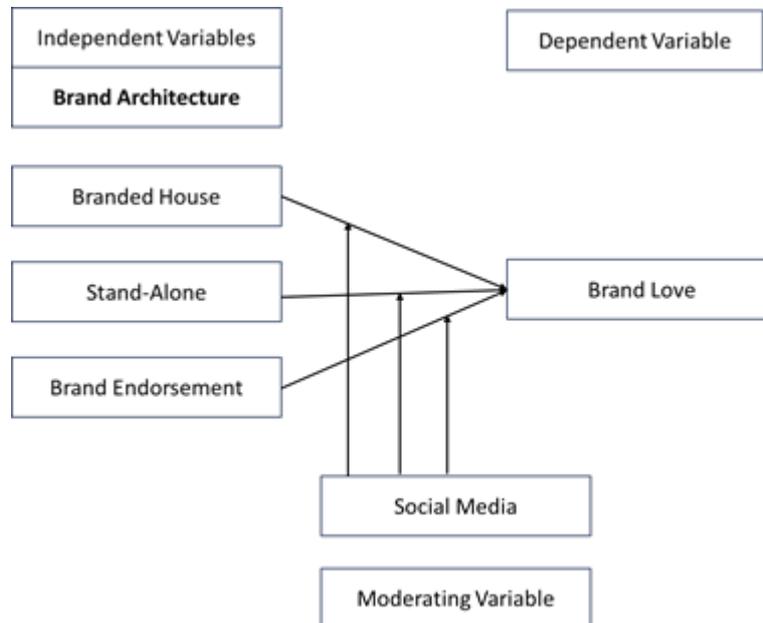




Figure 2 Conceptual framework of this study



### 3. Research Methodology

#### Research design

This research used correlation type of research to analyse the relationship between three variables, namely the independent, dependent and moderating variables. The independent variable for this study is brand architecture, the dependent variable is brand love and the moderating variable is brand visibility. Correlation type of research will allow the researcher to identify the branding architecture that can contribute towards brand love.

#### Sample size

For this study, the assumptions were 95% confidence level, .5 standard deviation, and a margin of error (confidence interval) of +/- 5%. If the confidence level is 95%, therefore the Z Score = 1.96.

$$((1.96)^2 \times .5(.5)) / (.05)^2$$

$$(3.8416 \times .25) / .0025$$

$$.9604 / .0025$$

$$384.16$$

#### =385 respondents are needed

According to the rule of thumb by Krejcie and Morgan (1970), a sample size of 1.79 million population needs 384 respondents. To ensure that the respondents represent the entire population of this study, the figure is rounded up to 420 and divided equally among telecommunication service provider customers.

### 4. Results and Discussions

Table 1: Demographic profile of the respondents

Variable	Descriptive	Frequency	Percentage
Gender	Male	194	46.2
	Female	226	53.8
Age	18-20 years old	97	23.1
	21-23 years old	102	24.3
	24-26 years old	110	26.2
	27 years old and above	111	26.4
Race	Malay	198	47.1



	Chinese	180	42.9
	Indian	42	10
Preferred Telco	Maxis	123	29.3
	Celcom	76	18.1
	U-Mobile	52	12.4
	Digi	78	18.6
	Tune Talk	91	21.7
Duration of usage	One year	121	28.8
	Two years	128	30.5
	Three years and above	171	40.7

Table 1 indicates the demographic factors. In regard to the gender factor, majority of the respondents were female with 226 number of respondents (53.8%) followed by male 194 (46.2%). From the data obtained, in terms of age, 111 (26.4%) of the respondents were 27 years old and above, followed by 110 (26.2%) of the respondents were between 24-26 years old. 102 of the respondents (24.3%) of the respondents were between 21-23 years old and lastly, only 97 (23.1%) of the respondents were between 18-20 years old. As for race, 198 (47.1%) of the respondents are Malay, followed by Chinese with 180 (42.9%) respondents and lastly Indian

with 42 (10%) respondents. The respondents were also asked about their preferred telecommunication service provider brand. Out of 420 respondents, 123 (29.3%) of the respondents are using Maxis, followed by Tune Talk with 91 (21.7%) respondents, Digi with 78 (18.6%), Celcom with 76 (18.1%) respondents and lastly U-Mobile with 52 (12.4% respondents. Lastly, the respondents were asked on the duration of usage. Majority of the respondents 171( 40.7%) of the respondents have used their telco brand for three years and above, followed by two years with 128 (30.5%) and lastly, one year with 121 (28.8%).

Table 2: Correlation of the Study

No	Variables	Mean	SD	1 Branded House	2 Stand Alone	3 Brand Endorsement	4 Social Media	5 Brand Love
1	Branded House	4.10	0.35					
2	Stand-alone	3.74	0.50	.743**				
3	Brand Endorsement	4.05	0.34	.378**	.574**			
4	Social media	4.11	0.38	.830**	.642**	.101**		
5	Brand Love	4.25	0.43	-.135**	.137**	.237**	-.011**	

The degrees of correlation by Pearson correlation coefficient were used in interpreting the correlation between the variables. Table 2 displays the interpretation of correlation coefficients. The results of correlation analysis indicate the inter-correlation among the variables entailed in this research study. Most of the correlations in the study are very low correlations. Nonetheless, the significance of the correlation indicates the extent of how much a variable may change when other variables change.

The correlation between branded house and brand love is a very low negative correlation ( $r = -.135, p < 0.01$ ). As for correlation between stand alone and brand love ( $r = .137, p < 0.01$ ), it is a very low correlation. While brand endorsement and brand love have a low positive correlation ( $r = .237, p < 0.01$ ). Next, the correlation between the moderating variable, social media has a very low negative relationship with brand love ( $r = -.011, p < 0.01$ ).

Table 3: Mean score

	Mean	Std. Deviation	N
Branded House	4.10	0.35	420
Stand-alone	3.74	0.50	420
Brand Endorsement	4.05	0.34	420
Social Media	4.11	0.38	420



<b>Brand Love</b>	4.25	0.43	420
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To answer the first research question, based on the table 3, all dimensions of branding architecture namely; branded house, stand-alone brand and brand endorsement have high scores with branded house with the highest mean score ( $M=4.10$ ,  $SD=0.35$ ) and it shows that the customers perceived that the reputation of the telecommunication service providers plays a crucial role. This is further supported by Hatch and Schultz (2003) that a good branded house will ensure that the good reputation of the company should be maintained for a long period of time to ensure that the customers will have a favourable perception of the brand. by Brand Endorsement ( $M=4.05$ ,  $SD=0.34$ ) scored the highest mean score and it indicates that the customers prefer the brand that they are familiar with for any transaction. This is further supported by Souiden, Kassim and Hong (2006) that organizations must focus on building their corporate name recognition which includes the parenting brand and product brand among the public. This is to ensure that the customers will stay loyal and develop the “love” feeling towards the brand. Stand alone is the third highest mean score in the independent variable dimension with ( $M=3.74$ ,  $SD= 0.50$ ) and this indicates that customers are concern with the quality that the telecommunication service provider has to offer. This is in line with a study by Vera (2015) that, it is crucial for organizations to generate the customers’ perception of high quality to increase the customers’ preferences towards paying and purchasing premium price for the products and services

offered by the organization. The attributes of the products and services is one of the factors that shape the perceived quality among the customers. Product attributes will drive the credibility of the products and services. In this view, credibility is shaped by how expert and trustworthy of the brand.

The moderating variable of this study which is social media also had a high score with ( $M=4.11$ ,  $SD=0.38$ ). This indicates that the customers are leveraging on social media to get the information from the telecommunication service provider. Organization utilizes the social media tools and perhaps networking sites to promote the services and products offered by the organization via electronic forms to create brand visibility. In view of this, various authors have discussed and supported the importance of the social media and how it helps the organization to build the visibility of their products and services.

Lastly, in relation to dependent variable, it was found that brand love also scored high score with ( $M=4.11$ ,  $SD=0.38$ ). This indicates that the customers are happy and satisfied with their telecommunication service provider users by having a positive feeling towards the brand. Carroll and Ahuvia (2006) has mentioned that the brand love is developed when the customers feel positive and is reflecting their emotional attachment towards the brand and because of this, they are willing to invest their time, energy and money towards the brand.

Table 4: Multiple Regression Analysis

Model	Standardized Coefficients Beta
Branded house	-.508**
Stand-alone	.400**
Brand Endorsement	.200**
R	.413
R <sup>2</sup>	.171
Adjusted R <sup>2</sup>	.165
F Change	28.575
Significance F Change	.001
Durbin Watson	2.277

As illustrated in the table 4, the regression table indicates significant F score ( $F = 28.575$ ,  $p < 0.01$ ) which further indicates that the group of independent variables (branded house, stand-alone and brand endorsement) significantly produce joint effects on the regression model. However, F-statistic is not sufficient enough to make a conclusion of this study. R-Square ( $R^2$ ) explains the variance in the dependent variable which was contributed by the independent variables.

The regression table above shows  $R^2$  of 0.171 which indicates that 17.1% of the variance in brand love is sufficiently explained by three (3) dimensions of branding architecture. Based on the above findings, all three (3) independent variables are significant predictors of brand love.

The concept of branded house is all about having favorable and unique brand that would capture the attention of the customers. According to Nawaz, Jiang,



Alam and Nawaz, (2020) branded house has a positive relationship to brand love as favorable reputation of the corporate brand would develop passion and emotional feelings of customers for a particular brand which further create attitudinal attachments of the customers for a brand that they love and considers it better in comparison with other brands of the same kind.

Next, the hypothesis 2 was also found to be significant with brand love. Branded house strategy is a strategy that organizes products and services as independent brand which allows an organization to gain compatible sustainable competitive advantages. Branded house strategy allows the organization to achieve brand love by operating in a tactical way and broaden their market coverage to different kind of customers as the organizations offer various products and services targeted to different markets. In this strategy also, the brands are being leveraged in the design, name of the brand, brand's identity, brand's personality, brand's

value, positioning of the brand and the communication for specific targeted market and this allows organization to create intimate relationship with targeted customers which will create "repeat customers".

According to Rao, Agarwal and Dahlhoff (2004), brand endorsement strategy will assist the customers to develop brand love by providing both the benefits of the corporate brand strategy and will increase the possibility to create a different product -class associations for various brands offered by the organization. Multiple brands under brand endorsement will allow the organization to serve various market segments by tailoring offers that suits the need of the markets. Since the customers are having difficulties to choose brand that suits their need, brand love can be develop via brand endorsement strategy if the product is specifically tailored to the needs and wants of the customers.

Table 5: Moderated Regression Analysis

	Standardized Beta		
	Model 1	Model 2	Model 3
<b>Independent Variables</b>			
Branded House	-.508**	-.943**	-.027
Stand-alone	.400**	.237**	-.3819
Brand Endorsement	.200**	.399**	.655
<b>Moderator Variable</b>			
Social Media		.579**	-1.027 **
<b>Interaction terms</b>			
BH X SM			-1.807
SAX SM			6.707**
BE X SM			-.870
R2	.171	.248	.304
Adjusted R2	.165	.241	.292
R2 Change	.171	.077	.056
F change	28.575	42.718	11.025
Significant F change	.001	.001	.001
Durbin Watson			2.082



Table 5 summarizes the result of the moderating effect of social media on the relationship between branding architecture and brand love. The significance F change of the regression model shows a significant value ( $F = 11.025$ ,  $p = .000$ ). However, the significant increment of 5.6% to the effect size is by no means small. Small effects can be important not only because they have practical consequences, nor because they accrue into larger effects, nor because they lead to theoretical revision but also because they hold even under the most inauspicious circumstances. Based on the findings, brand visibility has one (1) moderating effect on the relationship between the independent variables (stand-alone) and brand love.

When an organization that practices stand-alone enters the arena of social media, they will tactfully design their communications to their stakeholders to maintain a consistency that is reflecting their organizational values. By doing so, organization realizes the importance of having social media as part of their promotional efforts. It is important to have social media in the company that is practicing stand-alone as part of branding architecture. By having social media, it allows the organization to communicate to their consumers and it also allows the consumers to communicate regarding brand to one another (Mangold & Faulds, 2009).

However, based on the result above, social media does not moderate some of the relationship between branding architecture and brand love. Previous research showed that social media does not necessarily bring favourable impacts to the marketing and branding field, instead there are also negative impacts that should be addressed by the organization. There are a few reasons that might have contributed to this result. In business, brand image is the utmost crucial factor that needs to be considered for the organization to sustain their business and to create customer loyalty. Many years are spent to build positive reputation that can be destroyed with one single bad remark. The main concern in this is the negative post responses. This is where, unhappy customers or perhaps industry competitors are able to express their dissatisfaction and offensive photos in which there is nothing much the organization can do to prevent these occurrences (Cheung & Thadani, 2012). The problem with social media is that, customers could make it worse by posting their dissatisfaction on a social media platform, for example, Facebook, for the world to see. Henceforth, organizations must decide if the business is strong-enough to combat any negative feedback that will be posted by the customers. It is a fact that a tarnished reputation is very difficult and time consuming for an organization to redeem.

In today's era, most of the brands have adopted social media platform to create a strong relationship with their customers. Leveraging on social media is an approach

that the brands are using to connect with their target to further improve their brand image, brand loyalty and brand love (Salem & Salem, 2019). Henceforth, brands that are leveraging on social media will assist in creating a strong awareness and will assist the customers to develop a strong emotional connection with the brand. When the customers are made aware of the brand, they will create favorable attitude towards the brand which allow to create a stronger bond with a brand.

In this current era, social media offers organizations to enhance and improve the communications supporting process between organizations and customers. Most of the renowned companies such as Procter and Gamble and Unilever are already leveraging on the power of social media to shape business process management in gaining "love" from the customers. According to Sandle (2018), brand visibility moderates the relationship between stand-alone and brand love when social media is proven to be an excellent tool for bridging the gap between the organization and the external parties especially when the customers are not aware of the parent organization.

Hence, it is very important for organizations that are practicing stand-alone to ensure the brand love can be sustained and this can be achieved with the proper usage of social media. Customers are expecting the quality products from the organizations; hence, organizations may use the social media to answer customer questions and solve problems. This is further supported by Schiff (2015) where organizations can enhance its customer satisfaction by regularly monitoring its social media platform such as Facebook and Twitter. These two platforms are most commonly used by organization especially with stand-alone strategy to educate the customers about the individual brands of the organizations. On the other hand, customers are using Facebook and Twitter to ask questions, or perhaps making complaints. Organizations can use this opportunity to connect with customers by providing prompt response to ensure that the customers are having a good experience dealing with the organizations.

## 5. Research Contribution

### Theoretical contribution

This research has combined several theories within the areas of branding architecture and brand love, which also include the moderating effect of brand visibility into one unified framework. The resource-based view theory served as a main theory that bonds the variables involved in this study. Previously, studies on resource-based view, branding architecture strategies and brand love were exclusively positioned based on the view



from the organization without considering the customers' perspective.

As mentioned by the theory, resource-based view via its framework which is Value, Rarity, Imitability and Organization (VRIO) can be used by organizations as a market-based resources in which the organizations can build their brands, choose the right branding architecture strategies and enhance relationship with the customers. This market-based resource recommends that marketing and branding research should focus more on the intangible, complementary resources which are vital in sustaining a business. One of the advantages of using resource-based view theory is that the organization would be able to expand its business operation to cater the needs of the internal and external customers in which it will assist the organization to achieve sustained competitive advantage (SCA). Hence, this study provides the theoretical support in terms of considering branding architecture strategies as the predictor for brand love.

### Managerial contribution

This study has triggered organizations especially telecommunication industry to be aware of the branding architecture choices as it will give a huge impact to the reputation of the organization. Since telecommunication industry is a B2C in nature, it is very important for the organizations to consider their customers in choosing the right branding architecture as the customers might be the external factor for brand love. Telco industry would be able to strategize carefully and choose the right branding architecture as the customers are now having the choice to "port-out" to another telco brand.

### 6. Conclusion and Recommendations

There are few suggestions for potential researchers to consider incorporating into their studies to make the findings more acceptable and generalizable in terms of branding architecture and brand love such as leveraging on qualitative method and enhancing the sample size.

As product markets continue to change rapidly, it is very important to both marketing and branding managers to seize the opportunity to optimize the available resources to create a very comprehensive and reliable branding architecture strategies. The role of branding in sustaining a business and position the organization in the global marketplace requires establishing an innovative branding architecture. Overall, the aim of this study is to gain valuable insight on branding architecture, brand love and brand visibility. The contribution of this study is derived from the resource-based view theory which measures the branding architecture and brand love from the view of

the customers, which creates a new perspective to the organization.

The framework of this study has been successful in examining the relationships among branding architecture, brand love and brand visibility among telecommunication service provider users. Overall, the unique contributions of this study have significantly improved the concept of branding strategies by including brand visibility as the moderating variable. This study has also produced an understanding of how organizations should include external customers in their decision-making process.

To sum up this research, branding architecture is the secret weapon of most organizations. It is a fact that branding helps organizations to identify and recognize the products and services. Besides, a good branding architecture allows the organizations to connect with customers emotionally. In line with this, branding architecture will assist the organizations to build trust with the target market, create brand loyalty, brand love and most importantly, the organizations would be able to sustain and achieve competitive advantage.

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