

# Identifying and prioritizing organizational capacities effective on brand positioning of food companies

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## Abstract

The purpose of this research is to identify and prioritize the organizational capacities effective on the brand positioning of food companies. The research method is applicable in terms of purpose, and qualitative in terms of execution method. This research is based on interpretative philosophy, inductive approach. The statistical population of the research includes 13 senior managers and marketing and sales managers active in the food industry, and sampling was done in a targeted manner. Semi-structured interview was used in this research. To collect and analyze data, data-based theory was used, and in the analysis, MAXQDA 2020 software was used to code the interviews, and the analysis hierarchy technique (AHP) was used for ranking. The results showed that a total of 164 primary codes were categorized into 20 categories. The value of Kappa index was calculated as 0.743, which is at the appropriate level of agreement. Delphi results were conducted in two rounds, and no questions were omitted in the second round, which is a sign of the end of the Delphi rounds. Also, the difference between the two stages was reported to be smaller than the low threshold (0.8). In the following, fuzzy hierarchical analysis was used for the final ranking. The results of this analysis showed that the consequences with a weight of 0.293 ranked in the first place, followed by strategies with a weight of 0.268 in the second place, contextual factors with a weight of 0.249 in the third place, the interventionist with a weight of 0.165 in the fourth place, causal factors with a weight of 0.154 in the fifth place, and the central category with a weight of 0.007 in the sixth place.

## Keywords:

Organizational capacities,  
Brand positioning,  
Brand association,  
Brand loyalty,  
Marketing,  
Brand satisfaction

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## **Extended Abstract**

### **Introduction**

Today, the expansion of similar products, multiple choices, globalization and intense competition force manufacturers to differentiate their products from competitors, and create value for their buyers. In a market where products are becoming more and more compatible, a strong brand may be the only feature that differentiates products from competitors. In this regard, the food industry has faced increased competitive pressure due to the entry of current and new competitors in the global food industry market (Lomer et al, 2018; Yu et al, 2018). Brands are invisible and intangible assets and represent a type of value that provides an opportunity for higher pricing (valuation) as well as more receipt from customers for the company's goods and services (Iyer et al, 2018).

Researchers believe that in order to properly understand the brand, attention should be paid to the recognition and evaluation of the company's brand capacities, which emphasize intangible aspects, because companies shape their brand position based on their capacities. Using the approach of organizational capacities as a new approach of strategic management and influenced by the interest-based approach in the field of brand provides the possibility of presenting a coherent and strategic framework to brand management (Asaadi Kavan et al, 2021). Effective capacity building can lead to the strengthening of mutual communication and cooperation of the government, institutions, organizations, communities, groups and individuals. Capacity building refers to a tool through which the community or individuals can consolidate their position which creates an enabling environment with specific and legitimate policies and frameworks for communities, especially rural communities. Capacity building is used as a tool to support issues related to social and human structures, a social planning tool and a tool for empowerment (Molodi et al, 2022).

Based on this, the current research is looking for an answer to this question: How is the identification and prioritization of organizational capacities effective on the brand positioning of food companies?

### **Theoretical Framework**

#### **brand**

A brand is not only a symbol that distinguishes a product from others, but also includes all the features that come to mind when a buyer thinks of that brand. These characteristics are the objective, abstract, psychological and social characteristics of that product (Xiangbo et al, 2021).

#### **Capacity Building**

Capacity and capacity building are defined as the ability of individuals, groups, institutions and organizations to meet needs and solve problems over time. The capacity of the organization includes the management of knowledge resources and processes. The concept of organizational capacity building is a relatively new concept in management and organization literature. Capacity building is the ability of the organization to develop management, strengthen and improve its plans and strategies to achieve the goals of capacity development, a targeted approach and a professional treasure in order to stimulate guidance, strengthening, liberating, shaping and growing capacities beyond existing capacities (Farajollahi, 2017).

Yalka et al, (2022) investigated customers' perceptions of brand positioning of luxury fashion brands from mobile marketing: evidence from communication channels and multiple marketing. Their model conceptualizes four dimensions of customers' perceptions of their mobile marketing journey that can drive customer engagement and purchase behavior. This integrated model offers attractive avenues for further research on the effects of multiple

mobile marketing and communication channels and the perceptions of luxury fashion consumers.

Miri et al, (2022) investigated the relative role of Seroqual components in brand positioning of Persepolis and Esteghlal football teams in Tehran. They came to the conclusion that Seroqual components had a positive and significant impact on the branding of Tehran Persepolis and Esteghlal teams. According to the findings, the requirement for the sustainable development of the brand of Esteghlal and Persepolis football teams in Tehran is to focus on improving the Seroqual quality and its components, which can ultimately lead to the establishment and consolidation of the brand of these teams in the minds and hearts of the fans.

### Research methodology

The research method is applicable in terms of purpose, and qualitative in terms of execution method. This research is inductive approach based on interpretative philosophy. The statistical population of the research includes 13 senior managers and marketing and sales managers active in the food industry; and sampling was done in a targeted manner. Semi-structured interview was used in this research. Collecting data, first extracting the theoretical literature, records of the problem, and the research subject, through the library study method, and then the data-based theory and hierarchical analysis technique were used to collect and analyze the data.

### Research findings

For data analysis, MAXQDA 2020 software was used to code the interviews; and Analytical Hierarchy (AHP) technique was used for ranking. The results showed that a total of 164 primary codes were categorized into 20 categories. The value of Kappa index was calculated as 0.743, which is at the appropriate level of agreement. Delphi results were conducted in two rounds; and no questions were asked in the second round, which is a sign of the end of the Delphi rounds. Also, the difference between the two stages was reported to be smaller than the low threshold (0.8). In the following, fuzzy hierarchical analysis was used for the final ranking. The results of this analysis showed that the consequences with a weight of 0.293 ranked in the first place, strategies with a weight of 0.268 in the second place, contextual factors with a weight of 0.249 in the third place, the interventionist with a weight of 0.165 in the fourth place, causal factors with a weight of 0.154 in the fifth place, and the central category with a weight of 0.007 in the sixth place.

### Conclusion

The current research was conducted with the aim of identifying and prioritizing organizational capacities effective on the brand positioning of food companies. The results of this research are in line with the results of Yallka et al, (2022), Miri et al, (2022), Asaadi Kavan et al, (2021), Biesenthal et al, (2019), Rasuli et al, (2018). Recognizing and paying attention to the individual characteristics and preferences of customers in relation to the required services is also an issue always occupied the minds of managers and employees of organizations that provide services and products. Saturation of markets, intensification of competition, and changes in customers' tastes and needs have faced large stores with many challenges in their activities. With the rapid growth of department stores in recent years, the department store industry has become very competitive; therefore, new methods are needed to manage such businesses. The increasing acceleration of changes in the environment around organizations due to the continuous change in the needs of customers has caused the formation of competition in the market to meet the needs of customers. In this regard, there is no doubt that

those stores will achieve success that identify the needs of customers in the shortest possible time and respond to them in the fastest possible way.

According to the research results, the following suggestions were made:

Having a strategy and defining long-term, medium-term and short-term goals and vision not only defines the direction of movement, the way of resources allocation and other frameworks, but also provides a suitable basis for measuring the organization's performance. Knowledge should be considered as a vital factor for survival and competition and creating a serious attitude in the field of using intra-organizational networks, which allows the organization to benefit more and more from the advantages of transformation management, the ability to compete, create innovation and productivity in line with new investment, and customer attraction.