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# The Study of the Brand Building Strategies in the Oil Industry and Related Industries

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The study was aimed to identify brand building approaches in the oil industry and the related industries. It is a descriptive exploratory research in which a questionnaire was used to collect data. Its validity was confirmed by the experts and scholars and its reliability was approved (0.877) by Cronbach's alpha reliability determination. The data was analyzed by SPSS software version 19 using descriptive and inferential statistics.

Based on the research findings and findings from the research literature, factors such as strategic brand management, legal protection, proper distribution channels, innovation and expert human resources, play a significant role in building and strengthening a brand in oil industry and related industries and lead to the active participation of the industry in global markets through creating value added and offering competitive advantage.

Furthermore, according to the results of this research, strategic brand management is the most important branding policy in the oil industry in private sector. Yet, in public sector, legal protection is the most important policy to strengthen and promote the brand of the oil industry and related industries.

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Zahra Ahmadi <sup>α</sup> & Vahidreza Mirabi <sup>σ</sup>

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## I. INTRODUCTION

International Energy Agency predicted that, with increase in production and consumption of natural gas, oil and gas share in the energy portfolio rises to 67% by 2044. This indicates that the share of oil and gas in the world energy supply will continue for decades. According to the estimates, this share is not going to be decreased, on the contrary, it is going to be increased. Oil and gas are essential for economic and social development of the countries. The attainment of the

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development and its achievement are in need of oil and gas to be pumped. On the one hand, oil and gas are energy resources and on the other, they are important sources of products essential for human civilization (Shiravi, 2014).

Today, oil is the most important and, at the same time, the most political commodity in the world. Therefore, oil policy in the oil-rich countries constitutes the major part of the national policy of these countries. In these countries, any plan is affected by the oil policies. This has doubled the attention to the oil industry (Qayyumi, Mobini- dehkordi and sharifian, 2011).

Located on enormous energy resources, particularly oil and gas, Iran is placed in a valuable and unique situation in the world and takes advantage of its political and economic geography. Protecting and safeguarding this special position is strategically important for Iran. Playing an essential role in world's energy supply, which in turn promises an adequate income for the country's development, will guarantee Iran's national security as well (Nobakht&Ghadimi, 2008: 140).

According to the draft document of Iran's oil industry perspective on the horizon of 2025, the industry is predicted to take the place of the following:

- The first manufacturer and producer of petrochemical products in terms of value in the region
- OPEC's second largest oil producer, with a capacity of 7% of the global market demand
- The third largest natural gas producer in the world with a share of 10% of global gas trade

Achieving this position necessitates the application of effective strategies in the oil industry so that it would be able to actively participate in the international markets.

## II. STATEMENT OF THE PROBLEM

Iran holds the second largest gas reserves. It has the world's fourth largest oil reserves. Iran's oil industry is the key sector of the country's economy. It constitutes 80 percent of the country's economy and provides it with more than 98 percent of primary energy supply needed. As the factors of production, oil and gas are not only the major energy supplies, but they are also considered as capital, liquidity and wealth. They create the opportunity of and pave the way for superior

technology transfer and knowledge. Oil and gas are capital, wealth and liquidity. Because, the foreign exchange obtained in this massive economic sector provides other sectors of the economy, such as industry and agriculture, with the required investment and the necessary funds and budgets. Any challenge to the validity of this sector is considered as a huge challenge facing general economic promotions and provision of basic needs of the country and even security and political affairs. Generally, the reduction in foreign exchange coming from the export of crude oil, leads to the deterioration of economic situation of the country, reduction in the imports of intermediate goods, reduction in production, drop in the imports of capital goods and reduction in investment. A recession in production and investment and the increase of unemployment and consequently, the reduction of labor income on the one hand and the reduction in the supply of goods and services on the other, adversely affect the social well-being. In addition, the decline in oil revenues leads to the reduction of public funding and disturbs the budget balance, which inevitably increases the money supply and inflation (Nobakht & Ghadimi, 2008: 145).

The situation of the oil industry in the document of Islamic Republic of Iran's perspective by 2025, essentiality of the energy economy in the country's development, survival of the oil reserves with 97 years of age, continuity of gas supplies to several centuries and Iran's specific geo-economic, geopolitical and geostrategic situation call for enhanced effectiveness in regional management of energy (Yadghar & Tadayyon-Tahmasebi, 2006).

Factors such as the existence of the main resources in the country, rapid growth of developing countries, need for experienced and educated human resources, growth of the bargaining power of the Arab countries, poor access to the new technologies, oil and gas fields shared with neighboring countries and criticality of the rapid use of these shared resources lead to the need for strategic initiatives to realize the vision of the oil industry (Gharryumi, Mobini-dehkordi and Sharifian, 2011). In order to achieve each of these comprehensive and long-term goals, we need strategic management in all sectors of the oil industry to support a balanced development. Industrial marketing environment is rapidly changing and any business that is not able to be adapted to these rapid changes, is inevitably excluded from the competition. Recent revolutions in the global economy, particularly the continuity of the economic crisis, have made the environment fiercely competitive and uncertain. So, industrial enterprises are faced with the need to differentiate products in industrial markets. In such circumstances, a business can be distinguished by building the brand and gaining competitive position in the market (Kotler and Pfoertsch, 2006). The suppliers of products and services in industrial markets seek to gain

competitive advantage through strategic management and development of the brand value to remain in the competition (Haqiqi-nasab, Yazdani and Moradi, 2011). Building major brands is an investment. Its aims to create an intangible asset with a long life and ensures the future success of the company. Investing in branding paves the way –not a quick way but a beneficial way—for business to achieve long-term growth. Briefly, brand roles are: differentiation, business security in the future, creating brand loyalty, distinctive marketing efforts, creating preferences, price leadership, creating a brand image, increasing sales (Kotler and Pfoertsch, 2006).

Brand building can provide industrial products with a competitive advantage at quality, performance, price, delivery and reliability (Fraser, 2003). Other Factors affecting perception of the industrial buyer to assign values include time of delivery, degree of deviation from the promise of the day of delivery, number and quality of product failures and maintenance issues (Anderson & Narus, 1998).

Due to the limitations and because of the lack of a strategic perspective, a national brand is vulnerable and precarious. On the contrary, a global brand is emerged out of a wide horizon and looks to the international markets. Global brands create values worldwide. These brands go beyond their origins and build steady relationships with various customers worldwide.

A global brand has the following advantages:

- Lower marketing costs
- Creating economy of scale in production and distribution
- Quick identification and integration of innovations
- Creating opportunity for global expansion and taking larger share of the transnational markets
- Increasing international media reach
- Development and expansion of international trade (Strategic Brand Management and transnational horizon 2010).

A brand is built through a strategic process. Therefore, as a strategic phenomenon, brand has the characteristics of all-sided visionary and futuristic. Formation and, most importantly, strength of a brand depend on strategic management. Therefore, the imagery of the customers should be in line with the goals of the firm.

Physical environment factors, internal and external factors such as human resources, innovation, distribution channels as well as the social, political, economic, technological and demographic factors and the rules and regulations have great potentials of affecting competitive position of the companies' brand. These are to be considered in strategic management decisions (Thompson & Gamble, 2013: 63).

Primary identity of a company's brand is established in accordance with the desired goals. With the change in their perspective and along the interaction with and reaction to people and customers, this identity can be changed over time. Therefore, identity evolution is realized by mark, logo and sign. For example, Land Rover Company (a professional and specialized company in global branding) improved the level of BP Company's brand and made it evolve from an average oil company into one of the leading global brands. Developing an integrated strategy and selecting of the slogan "Beyond Petroleum", the new brand of BP was introduced in July 2000, which is based on four values of performance, innovation, environmental protection and assertive approach. It was so that from 2001 to 2005, when most of the oil companies lost their customer's satisfaction, BP strength rose about 27% and the value of the intangible assets of the company increased more than seven billion dollars (by thirty percent) (Keller, 2012).

The comparison of the identity of the Iranian oil industry shows that there is no evidence of international orientation or work in a global context. Creating a global brand to compete in the international arenas require a global and international identity in all aspects (science, engineering, innovation, management, etc.) It seems that the time has come to review the identity of the oil industry and strengthen its brand by using effective strategies in brand management of the oil industry (Mehdizadeh, 2012). For the active participation of the oil industry and related industries in the global markets, it is essential to create a brand for private companies (which have recently been activated) and improve and strengthen the brand of the public companies (which have operated for decades). Having this need in mind and, given that many factors are involved in building and strengthening the brand of the oil industry and related industries, the question is that, what are the important strategies of building brand in the oil industry and related industries?

### III. IMPORTANCE OF THE RESEARCH

The importance of the research is driven from the significant role a global top brand plays in marketing strategies in the oil industry and related industries, i.e. in attracting, retaining and supporting industrial customers, which lead to sustainable economic growth and development. Since the industrial markets primarily involve functionality and performance, industrial products and goods are similar all over the world. Generally, all of customers of the industrial products and services hold the same expectations about the performance. Globalization, innovation in the field of logistics and transport and the advances in communication and information technology reduce the barrier of geographic distance between industrial

enterprises in different countries. This means that the industrial companies must follow a global strategy and a global nomination (Kotler and Pfoertsch, 2010).

A brand has a strategic value. Brand management changes the strategy of the industry from "price-oriented" marketing into "value-oriented" marketing (Mohammadian&Ronaghi, 2011).

The major roles and functions of a brand in industrial markets include: information efficiencies, risk reduction, illustration of the benefits and added value, differentiation, business security in the future, creation brand loyalty, differentiation of marketing efforts, establishment of priorities, price increase, creation of the imagery of the brand and sales increase (Kotler and Pfoertsch, 2010).

Brand power is more important in industrial marketing because the industrial customers are more sensitive and less flexible (Sutton and Klein, 2003). Therefore, in industrial markets, customers can ensure the survival of a company or bring it down (Temporal, 2003). Customer's mental associations of a brand can be shaped by different procedures such as personal experience, information gained, advertisement, customer perception of the brand, name, logo, manufacturer, country of manufacture, distribution network and the location of the company (Keller, 1391).

Internal and external physical environment factors, such as human resources, innovation, distribution channels as well as the political, economic, social, technological, demographic factors and rules and regulations, have great potentials for affecting the competitive position of companies and should be considered in strategic management decisions (Thompson & Gamble, 2013; 63). Due to the fact that competitive position of the industrial enterprises and their brands are affected by the above mentioned factors, it seems necessary to study these important factors to determine brand building strategies in the oil industry and related industries. The use of branding strategy in the oil industry and related industries helps Iran's oil industry to be better identified and creates a positive image of the industry inside the country and abroad. It will attract domestic and foreign investment through building a global brand and gaining the confidence of customers and investors. Global brand of the oil industry will lead to economic boom in the mid-term and ensure security, economic prosperity and welfare of our country (Iran) in the long-term.

Because of the importance of the issue and since there has not been conducted any research on building and strengthening a brand of oil industry and related industries in our country, the present study was carried out to determine the branding strategies in the oil industry and related industries.

### a) Research Background

In relation to the research topic, there found nothing in research activities. Yet, some studies on literal topics included.

In a research carried out in India as "oil marketing in India", factors such as branding through differentiation, creating added value by providing special services, fostering a relationship with customer, advertising and sales promotion, developing retail sales and conducting researches on market and customer behavior, are recognized as the significant strategies in oil marketing (Dugar, 2007).

In a research entitled the strategies of building industrial brands, Vallaster and Lindgreen (2011) studied the branding elements and situational factors of industrial brand building and concluded that situational factors are effective in branding.

Darren and his colleagues in a study entitled brand identity in industrial markets, studied brand identity in the industrial environment and identified its aspects. These aspects included: focus on customers and employees, brand identity, brand characteristics, continuous communication and innovation of human resources (Darren, Chernatony and Christodoulides, 2011).

In their research, entitled as the effect of brand on industrial customer's loyalty, Seyyed-javadein and Amini (2010) pointed to brand equity and trust as the most important factors affecting customer loyalty.

In 2008, a research entitled as the application of Keller's Customer-Based Brand Equity model in industrial market, was carried out. It was aimed to identify the important elements of brand building in industrial electronic systems. The results showed that from the viewpoint of the industrial customers, factors such as brand and reputation of the companies and their employees are of great importance and boost sales (Kuhn, Alpert and Pope, 2008).

Shiply& Howard (1993) found that brand and branding are essential for industrial producers and that, larger companies place more importance on brand and its benefits than do the smaller companies.

## IV. THEORETICAL FRAMEWORK

Branding is taking the advantages of a brand power for the benefits of the products and services. Branding generally refers to the creation of differences. The purpose of branding is to establish values that is not achievable other way (Chan-Olmsted, 2006).

Importance and power of the industrial brands: Brand is among the intangible assets of a company, which is the main source of value (Hoseini, Abolfazli and Rahimi, 2009). Specifically, brand and its power are more important in industrial marketing. This is where the costumers are highly sensitive. A smallest cutback leads to the loss of the all marketing efforts (Seyyedjavadein &

Amini, 2010). Building strong brands is an investment, which aims to create an intangible asset with a long life and ensures the future success of the company. Investing in branding paves the way –not a quick way but a beneficial way—for a business to achieve long-term growth. Regarding that brands may be indicative of the financial and emotional value and since industrial costumers are not motivated only by financial information, brands can have a special role in industrial markets (Blomback&Axelsson, 2007).

Brand roles briefly include: information efficiency, risk reduction, value added creation, differentiation, business security in the future, creating brand loyalty, distinctive marketing efforts, creating preferences, price leadership, creating a brand imagery, sales increase (Kotler and Pfoertsch, 2006).

Globalization of markets, new technologies and changes in working methods, are different facets which make institutional suppliers and buyers face with the need to differentiate products in industrial markets. Global players are busy creating a set of marketing strategies which are of great value to the costumers and meet customer needs (Drgi, 2012: 114). Building a brand for industrial products can offer a competitive advantage at quality, performance, price, delivery and reliability (Fraser, 2003). Other factors, affecting perception of the industrial buyer to assign values, include the time of delivery, the degree of deviation from the promise of the day of delivery, the number and quality of product failures and maintenance issues (Anderson & Narus, 1998).

Brand building in industrial markets: Branding can provide the companies with credit and create a positive image of them. Establishing such a reputation leads to more sales opportunities for the companies and the companies will be able to build more lucrative relationships with the others. Having a powerful brand can inspire a marvelous feeling of absolute trust on the side of the industrial buyers. This trust would change the fate of the companies. Therefore, powerful brands that are active in the field of industrial markets can enjoy double competitive advantages. The challenge facing many brands of industrial markets is to change the standpoints of the industrial costumers, make changes in the primary and general position of their products and services, and make difference by offering products and services (Keller, 2012: 20). The brand and its power are more important in industrial marketing because the industrial customers are more sensitive and less flexible (Sutton and Klein, 2003). Therefore, in industrial markets, customers can ensure the survival of a company or bring it down (Temporal, 2003).

Internal and external physical environment factors, such as human resources, innovation, distribution channels as well as the political , economic, social, technological, demographic factors and rules and regulations, have great potentials to affect the

competitive position of companies and should be considered in strategic management decisions (Thompson & Gamble, 2013: 63). Here is summarized the importance of some of the factors:

Innovation, quality enhancement, product development, creating new markets, reducing production costs, improving production processes, manufacturing eco-friendly products, reducing energy consumption, creating competitive advantage and expanding market share (Hashemian-Esfahani et al. 2008: 2).

Expert human resources are the common element of the development cycle. They are categorized as entrepreneurs and expert individuals, managers of enterprises and organizations, knowledge resources and intellectual properties as well as the intellectual and intelligent policy-makers. By employing professional and competent human resources in all fields, the corporations not only can survive in the current turbulent and competitive market, but they can also take the lead of the business by making better use of their competitive advantage (Hashemian-Esfahani et al. 2008: 2).

Designing a proper distribution channel can pave the way for producers to achieve a sustainable competitive advantage. Many successful companies develop effective substantial distribution systems to strengthen their competitive position (Kamali and Delkhah, 2002). This is because, having an integrated distribution system and skilled intermediaries save companies' resources, result in distribution cost savings and reduce total cost of the output.

Transparency and legislative support increase investments in industrial companies and assist the brand of the industrial enterprise. The integrated system of strategic management of marketing and brand is one of the main pillars and principles of successful implementation of the energy industry projects on account of cost, time, quality and efficiency (Yadghar & Tadayyon-Tahmasebi, 2006).

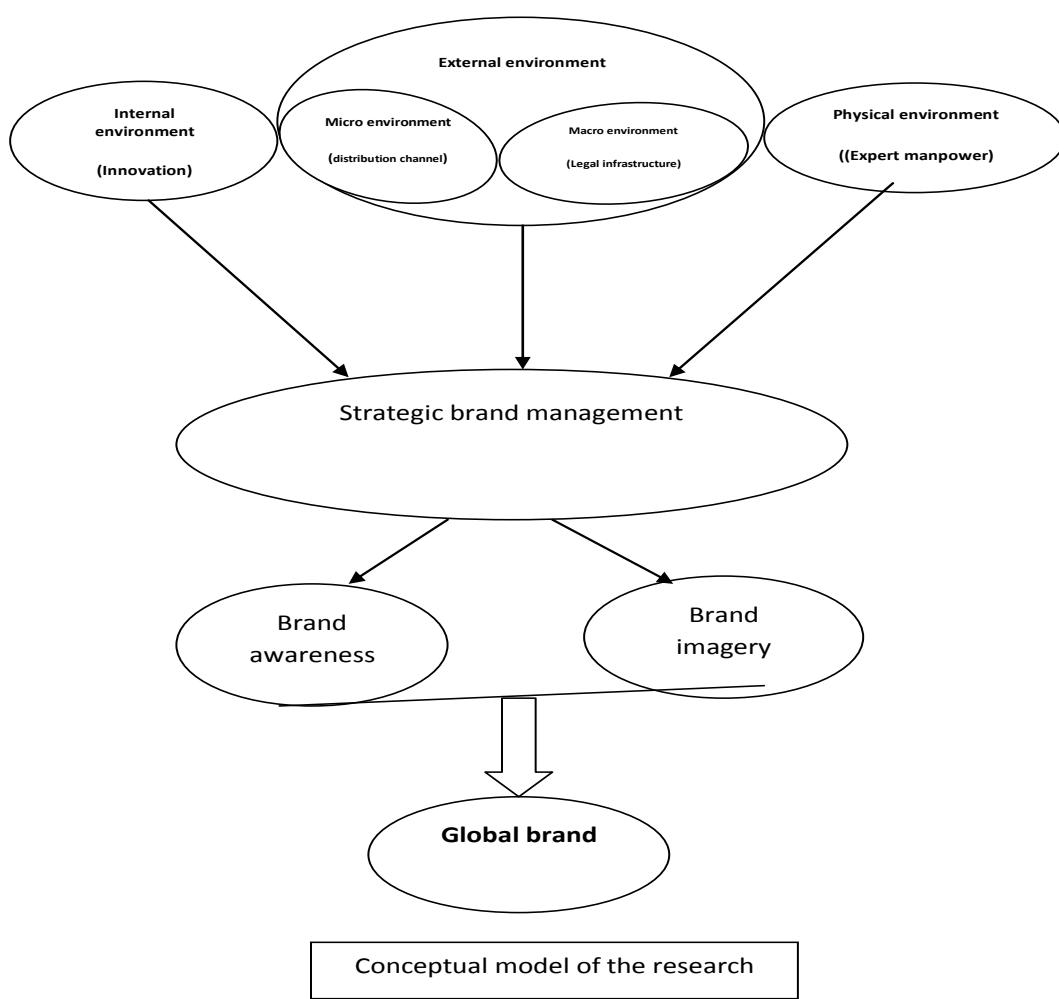
Brand-related marketing activities play the most important role in building a brand. Marketing plans can inspire strong, favorable and unique mental associations of the brand in the mind of the industrial costumers by different methods (Keller, 2012: 61, 20). This can be possible by using the main principles of branding, which include: a) awareness, and b) imagery

Awareness of the brand gives identity to the product by creating a link between the brand elements and product class and by involving the conditions of purchase and use. Also, awareness of a brand affects the formation and power of mental associations. In this way, it is effective on mental associations of industrial buyer. Brand imagery is a series of perceptions in the mind of the industrial costumer. It is proved that, positive brand imagery reduces the risk perceived by the costumer and increases his satisfaction and loyalty (Keller, 2008).

## V. METHODOLOGY

Conceptual model and hypotheses: Conceptual design of the research was tested and studied based on the theoretical and empirical literature. It assumed conceptual design of brand management in the industry created by Hashem-Zadeh et al. as well as Keller's Brand Equity model in industrial market.





## VI. HYPOTHESES

- 1- Using skilled manpower is an important branding factor in the oil industry and related industries.
- 2- Innovation is an important branding factor in the oil industry and related industries.
- 3- There is no adequate legislative support to build brand in the oil industry and related industries.
- 4- Using proper distribution channels is an important branding factor in the oil industry and related industries.
- 5- The principles of branding are not considered in the oil industry and related industries.
- 6- Strategic Brand Management is an important branding factor in the oil industry and related industries.

## VII. METHOD

The research method was descriptive exploratory. Statistic population included a set of the managers of public and private companies of Iran's oil industry in Tehran. The sample comprised of 61 people. Probability sampling and simple random sampling

methods were employed in the research. A total of 65 questionnaires were distributed to senior managers. In the end, 48 completed questionnaires, were collected and analyzed.

Content validity of the questionnaire was confirmed by the experts and scholars and Cronbach's alpha was used to calculate reliability. For this purpose, a preliminary study, including 12 pre-test questionnaires, was conducted and then, the degree of reliability was calculated by using the data obtained from the questionnaires and statistical analysis software. Cronbach's alpha coefficient obtained at 0.877. This indicates that the inventory has the required reliability.

## VIII. ANALYSIS OF FINDINGS

### a) The results of descriptive statistics

Public sector managers consisted of 85% men and 15% women and those for the private sector included 75% men and 25% women. In public sector, 80% of the manager had more than 15 years of service, 10% had between 10 to 15 years and 10% between 5 to 10 years of service. In private sector, 71.43% of the manager had between 10 to 15 years of service and

28.57% between 5 to 10 years of service. Concerning the level of education, in public sector, 10% were Ph.D., 50% had master's and 40% had bachelor's degree. In private sector, 21.43% were Ph.D., 57.14% had master's and 21.43% had bachelor's degree. Regarding their age, in public sector, 80% aged over 45 years, 10% were between 40 and 45 years and 10% between 35

and 40 years old. In private sector, 71.44% aged over 45 years, 7.14% were between 40 and 45 years and 21.42% between 35 and 40 years old. Activities under the supervision of the managers in public sector involved 35% production, 25% marketing and 40% sales, and those in private sector involved 32.14% production, 25% marketing and 42.86% sales.

b) *The results of inferential statistics (The results of hypotheses testing)*

Variable	Mean	Standard Deviation	T-statistics	Degree of freedom	Significance level	Confidence distance	
						Lower bound	Upper bound
Hypothesis 1	4.39444	0.39444	18.662	47	0	0.948	1.177
Hypothesis 2	4.25	0.6755	12.821	47	0	1.05539	1.4461
Hypothesis 3	2.7083	0.6344	-3.185	47	0.003	-0.4759	-0.1075
Hypothesis 4	4.5625	0.3944	27.445	47	0	1.448	1.677
Hypothesis 5	2.6458	0.7217	-3.4	47	0.001	0.5673	0.1446
Hypothesis 6	4.6042	0.412	26.974	47	0	1.4845	1.7238

The results of the test of the first, second, fourth and six hypotheses show that firstly, the mean value obtained was higher than average assessed. In addition, null hypothesis, which means that the mean is equal to 3, is rejected (significance level is less than 0.05). Secondly, the value of t-statistic is larger by 1.96 than the critical value of one tailed. Therefore, one tailed test hypothesis is confirmed, say, it is larger than 3. Consequently, employing expert manpower, innovation, using proper distribution channels and strategic brand management, are the main branding factors in the oil industry and related industries. So, the hypotheses 1, 2, 4, and 6 are confirmed and they are significant by 95 percent.

The results of the test of the third and fifth hypotheses show that firstly, the mean value obtained was lower than average assessed. Besides, null hypothesis, which means that the mean is equal to 3, is rejected (significance level is less than 0.05). Secondly,

the value of t-statistic is smaller by -1.96 than the critical value of one tailed. Therefore, one tailed test hypothesis is confirmed to be smaller than 3. It means that null hypothesis is not rejected by 95 percent. Consequently, it can be said that legal protections were not sufficient for branding in the oil industry and related industries. So, the third hypothesis is confirmed by 95 percent. Furthermore, the main principles of branding are not observed in the oil industry and related industries. So, the fifth hypothesis is confirmed by 95 percent.

c) *The results of multi-way analysis of variance*

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Company	Hypothesis 1	2.189	3	0.73	6.265	0.001	0.299
	Hypothesis 2	3.093	3	1.031	2.472	0.074	0.144
	Hypothesis 3	2.811	3	0.937	2.56	0.067	0.149
	Hypothesis 4	1.032	3	0.344	2.409	0.08	0.141
	Hypothesis	1.367	3	0.456	0.868	0.465	0.056
	5						
	Hypothesis 6	0.246	3	0.082	0.466	0.707	0.031

In response to question 7 (is there a significant difference between managers of different companies?), the results of variance analysis and Eta correlation coefficient (Sig=0.001 F=6.265 Eta=0.299) indicated that between the four companies there is a significant difference in employing expert and skilled manpower in the oil industry (significance level was smaller than 0.05). The results of the mean response show that employing

expert and skilled manpower in the oil industry and related industries had the most importance from the viewpoints of the managers of the Gas Company and it had the least importance from the standpoints of the managers of the Petrochemical Company. The results of the other hypotheses indicated that there is no significant difference in each of the four companies by 95 percent.

d) *The results of multi-way analysis of variance*

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Sector	Hypothesis 1	766.801	1	766.801	4913.628	0	0.991
	Hypothesis 2	855.239	1	855.239	1983.421	0	0.977
	Hypothesis 3	333.929	1	333.929	900.923	0	0.951
	Hypothesis 4	976.763	1	976.763	6373.202	0	0.993

	Hypothesis 5	325.072	1	325.072	612.661	0	0.93
	Hypothesis 6	989.001	1	989.001	5702.027	0	0.992

In response to question 8 (is there a significant difference between perspectives of the managers of public sector and private sector?), the results of variance analysis and Eta correlation coefficient (0.991 - 0.977 - 0.951- 0.993 - 0.93- 0.992) indicated that, there is a significant difference in the viewpoints of the managers

of both sectors regarding the all six hypotheses (significance level was smaller than 0.05). Given the value of Eta, we can say that the greatest difference between the two groups was about the hypothesis 4 and, the slightest difference between the two groups was about the hypothesis 5.

e) *The results of multi-way analysis of variance*

Source of changes	Hypotheses	Total squares	Degree of freedom	Mean square	F	Sig	Eta
Activity	Hypothesis 1	0.146	2	0.073	0.458	0.636	0.02
	Hypothesis 2	1.8	2	0.9	2.062	0.139	0.084
	Hypothesis 3	0.253	2	0.127	0.305	0.739	0.013
	Hypothesis 4	0.896	2	0.448	3.141	0.053	0.123
	Hypothesis 5	0.075	2	0.038	0.069	0.933	0.003
	Hypothesis 6	0.563	2	0.281	1.706	0.193	0.07

In response to question 9 (is there a significant difference between standpoints of the managers on production, marketing and sales?), the results of variance analysis and Eta correlation coefficient (0.02- 0.084- 0.013-0.123- 0.003- 0.07) indicated that, there is

no significant difference in the viewpoints of the managers of production, marketing and sales (significance level was higher than 0.05 at all hypotheses).

f) *The results of Friedman rank test in public sector*

Priority	Factor	Rating average
1	Fixing legal gaps and offering adequate legal protection	4.58
2	Using proper distribution channels	4.52
3	Strategic brand management	4.35

4	Innovation	3.30
5	Expert manpower	3.25

The results of Friedman rank test on main brand building factors (brand promotion) in the oil industry and related industries in public sector indicated that removing regulatory gaps or offering legal protection

rated highly among the brand building factors (brand promotion). It followed by distribution channel, brand strategic management, innovation and skilled manpower respectively.

*g) The results of Friedman rank test in private sector*

Priority	Factor	Rating average
1	Strategic brand management	4.60
2	Fixing legal gaps and offering adequate legal protection	4.53
3	Using proper distribution channels	4.25
4	Expert manpower	3.40
5	Innovation	3.22

The results of Friedman rank test on main brand building factors in the oil industry and related industries in private sector indicated that brand strategic management rated highly among the brand building factors. It followed by fixing legal gaps and offering adequate legal protection, employing proper distribution channel, employing skilled manpower and making innovation respectively.

brands. It is because, strategic brand management, due to its holistic and futuristic features is universal. It is capable of affecting, coordinating and cooperating the branding elements and others to create competitive advantage and build a powerful global brand in the oil industry and related industries.

Based on the results of the research, the important policies in branding the oil industry and related industries in public sector include: legal protection, proper distribution channels, strategic brand management, innovation production and expert human resources. Legal protection is the most significant factor in branding the oil industry and related industries in public sector. Offering adequate legal protection takes priority and is essential for the public companies which are at the stage of expanding their activities to create the right atmosphere to improve and strengthen their brand. It is because, adequate legal protection not only provides appropriate and sufficient confidence for investment but also promotes the brand of the oil industry and related industries by attracting domestic and foreign investors and improving other factors.

In general, it seems that adopting policies consistent with the processes governing global markets and economic agencies as well as the strategic brand management, legal support, proper distribution channels, innovation, and expert human resources, play a decisive and key role in building and promoting a brand in the oil industry and related industries. advantage and build a powerful global brand in the oil industry and related industries.

Based on the results of the research, the important policies in branding the oil industry and related industries in public sector include: legal protection, proper distribution channels, strategic brand

## IX. DISCUSSION AND CONCLUSION

The results of the study showed that in general, the important policies in branding the oil industry and related industries are: Strategic Brand Management, legal support, proper distribution channels, innovation and specialized human resources.

Based on the research findings and findings from the research literature, factors such as strategic brand management, legal protection, proper distribution channels, innovation and expert human resources, play a significant role in building and strengthening a brand in oil industry and related industries. They, also, lead to the active participation of the industry in global markets through creating value added and offering competitive advantage.

According to the findings of the present research, the important approaches in branding the oil industry and related industries in private sector include: strategic brand management, legal protection, proper distribution channels, expert human resources and innovation. The most significant factor in branding the oil industry and related industries in private sector is strategic brand management. Strategic brand management takes priority and is essential for the private companies which have most recently started to work and which are at the stage of creating strong

management, innovation production and expert human resources. Legal protection is the most significant factor in branding the oil industry and related industries in public sector. Offering adequate legal protection takes priority and is essential for the public companies which are at the stage of expanding their activities to create the right atmosphere to improve and strengthen their brand. It is because, adequate legal protection not only provides appropriate and sufficient confidence for investment but also promotes the brand of the oil industry and related industries by attracting domestic and foreign investors and improving other factors.

In general, it seems that adopting policies consistent with the processes governing global markets and economic agencies as well as the strategic brand management, legal support, proper distribution channels, innovation, and expert human resources, play a decisive and key role in building and promoting a brand in the oil industry and related industries.

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