The Influence of Brand Equity on Customer Loyalty in Starbucks Chain in Jordan

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Abstract

The present study seeks to discover the influence of brand equity on customer loyalty in Starbucks Chain in Jordan. The researcher adopted the quantitative research methodology and used a questionnaire as the data collection tool. The study population consists of (130) employees in the Starbucks Chain in Jordan, the researcher distributed the questionnaire to all employees from different levels in the all chain branches with a total of (23) branch, in order to obtain the best response rate, and was retrieved (107) questionnaires with a (80.3%) response rate. The results of the study exposed that the customer loyalty is significantly and positively affected by the overall brand equity and by each of its two studied dimensions. While effects of the overall brand equity ($R^2 = 0.710$) and brand awareness ($R^2 = 0.672$) on customer loyalty are close, effect of brand image is the lowest ($R^2 = 0.440$). Effect of the overall brand equity ($R^2 = 0.710$), defined as the sum of these two variables combined, is higher than he individual effect of any of these variables. The results of this study support most of the results of previous studies, that brand equity is one of the key stimuli of the customer that increase their loyalty. In addition, these results suggest that the marketing department in the Starbucks company take brand equity into consideration, and, hence, customer loyalty, towards the strategic goals of the company by taking care of the customer loyalty. In other respects, this study and its results attract attention to a number of scientific research priorities and suggest a set of research ideas that merit being given high priority in the future brand equity research.

Key words: Brand Equity, Customer Loyalty, Starbucks, Coffee House, Jordan.

1.1 Introduction

Brands have become emblems and symbols which embody beliefs, values, personality and innovation (Torelli and Cheng (2011); Farhana, (2012)). They stir up memories and emotions that represent quality. Therefore, brands are considered as a crucial part for the firm's success as they become the major source of differentiation between other competitive offerings in the market (Beig and Nika, 2019). Nowadays, Building and developing correctly managing brand equity has become essential for most companies. Therefore, most of the companies have realized that brand equity is one of their most valuable intangible assets (Budac and Baltador, (2013); Souri, (2017); Keller and Brexendorf, (2019)). Moreover, retaining and enhancing the strength of the company's brand has become an important management requirement (Keller and Lehmann, (2006)).

Loyal customers are the most important asset to any business, hence, Coffee house managers have to interconnect and communicate in the most effective way with customers and be highly responsive when they dealing with their grievances, as loyal customers will not only repeat the purchases, but also they bring their friends and family with them (Kaur and Mahajan, (2011)). Nevertheless, any company needs loyal customers to their brand because they are unwilling to shift to other brands, which allows the company to survive and grow in the competition (Saputra and Margaretha, (2020)). Given the situation, the rise of competition in Jordanian coffee companies particularly in the speciality coffee products, maintaining on customer loyalty is becoming a hard mission for the companies since the fluctuations of the customer behaviour based on the branding, value, and price. In order to cope with this situation, Starbucks chain in Jordan must identify the relationship between brand equity and customer loyalty so that their products will not be affected by the other competitors.

Taking into consideration what was previously mentioned, this study aims to explore the influence of brand equity on customer loyalty in Starbucks chain in Jordan, and to provide more knowledge how customer loyalty can be affected by the brand equity. The results of this study are anticipated to provide further comprehensions into the relationship of brand equity and customer loyalty, on ways how to improve the levels of both.

1.2 Problem Statement

Competition is very high in today's marketplace. Each company is consequently determined to segregate their service and brands offerings compared to their competitors. Essentially, every company trying to have a unique characteristic in their brand and market them. If organizations want to succeed in this space, they need to assess their brands honestly else like brands are out there in the market which can destroy their entire marketing efforts. Brands enduring from symmetry syndrome will discover it challenging to persist in the market after certain time.

Several academics and researchers have found a connection between the concept of brand equity customer loyalty in the marketing literature, and it is an a prevailing variable standing between the performance and the loyalty a utility desire (e.g., (Pokorny, (1995); Ahmad & Hashim, (2010); Dlačić & Kežman, (2014); Souri, (2017)). However, some scholars such as (Pokorny, (1995)) argued that any company by learning how to manage their brand equity alongside they handle their brand performance, can utilities gain control over all the major elements in the value-creation process that creates customer loyalty. On the Other Hand, insofar as the association sandwiched between these two variables is concerned, the examination of the brand equity and customer loyalty narrative highlights numerous remarkable knowledge gaps as will be demonstrated in the following paragraphs. One of this knowledge gaps is the limitation to empirically examine the relationship mong brand equity customer loyalty, and the impact of brand equity over customer loyalty (Gordon, (2010)). Alternatively, most empirical studies have merely focused on verifying and determining the most accurate method to measure the components of both variables (Washburn and Plank, (2002); Michaelidou et al., (2015); Skačkauskienė, Vilkaitė-Vaitonė, & Vojtovic, (2015)).
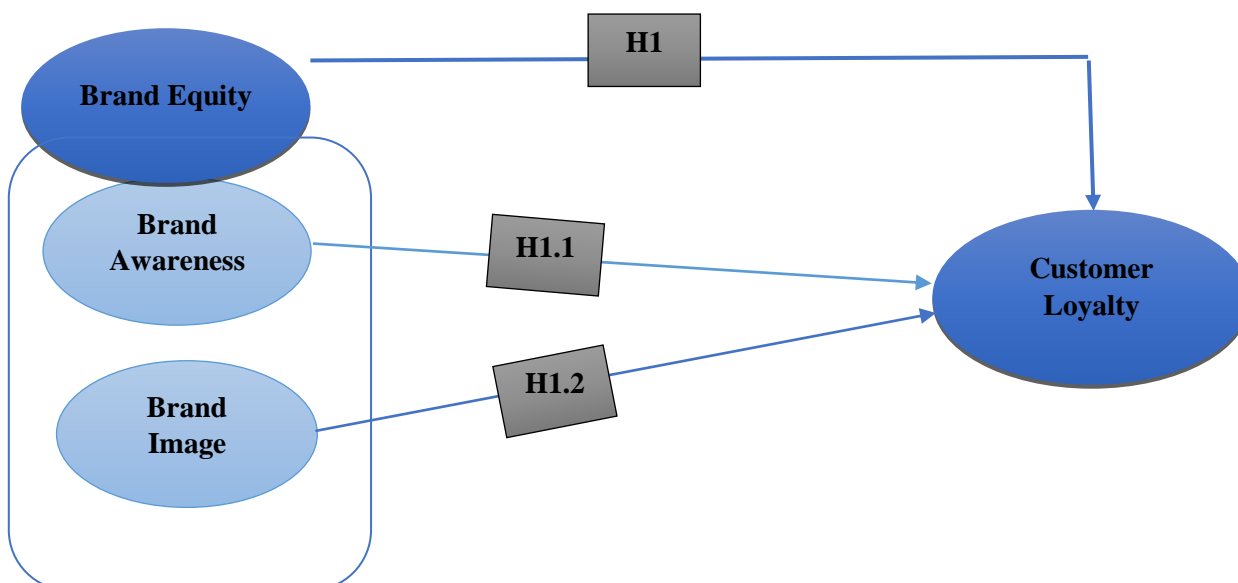
Another noticeable gap that have been highlighted by researcher, that more than a few studies in previous literature have investigated the qualifications of brand equity (Alkhawaldeh, Salleh, & Halim, (2016); Mohammad, (2017)) whereas, those aforementioned studies produced inconsistent findings. In this regard some other researchers such as (Mabkhot, Shaari, & Salleh, (2017)) found that, while the majority of the studies have shown a positive influence of brand equity, others reported mixed results (Anabila, Narteh & Tweneboah-Koduah (2012); Kuikka & Laukkanen (2012)). Notwithstanding the inconsistent findings and shedding the light on the inconsistent results in extant literature, this study expects that brand equity will influence and improve customer loyalty levels in Starbucks chain in Jordan.

1.3 Research Objectives

In light of the problem statement, the researcher poses the following research objectives in particular

- To fill the gap that have been mentioned before regarding the inconsistency of findings
- To investigate the influence of brand equity on customer loyalty in Starbucks Jordan
- To construct a conceptual model for investigating the relationships between brand equity and customer loyalty.
- To identify marketing implications of the findings and suggest directions for future research in the field.
- To put recommendation, suggestions and instructions for study population.

1.4 Conceptual Model

This model is designed by the researcher based on (Taylor, Celuch, & Goodwin, (2004); Beig, & Nika, (2019)

1.5 Research hypothesis

Based on the framework above, the hypotheses proposed are:

H1: *Brand equity has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance (α ≤ 0.05)*

H1.1: *Brand Awareness has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance (α ≤ 0.05)*

H1.2: *Brand Image has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance (α ≤ 0.05)*

2.0 Literature review

2.1 The concept of brand equity

The word 'brand equity' has become one of the most important concepts in marketing literature ever since the (1980s). And since that time the concept of brand equity has been discussed in various aspects. For instance, some scholars such as (Susanty, & Kenny, (2015)), point out that previous research has divided the concept of brand equity into three categories, i.e. the, (financial perspective, customer-based perspective, and the combined perspective). But the researcher in this research will focus on the customer-based perspective and the justifying for this choice is that the researcher will study the influence of brand equity on the customer loyalty.

Brand Equity is considered as an impalpable asset that relies on relationships made by the customers. Therefore, its importance is based on the customer's awareness of a brand and its formation in a brand during its existence. Where a brand can add significant value when it is well recognized and has positive associations in the consumer's mind.

Therefore, Aaker (1991) suggests that brand equity is "a set of assets such as name awareness, loyal customers, perceived quality, and associations that are linked to the brand and add value to the product or service being offered". On the other hand, Keller (1993), defined brand equity as the "effect of the brand on consumers' response to the marketing activities associated with a particular product".

It has been accepted widely that brand equity is a multidimensional concept that include, brand associations, brand awareness, brand loyalty, and other assets (Rodríguez-Molina et al., (2019); Biedenbach, (2012); Sanyal and Datta, (2011); Tong and Hawley (2009); Aaker,(1991)). in this regard Keller (1993) suggested (knowledge–based) frameworks based in two dimensions i.e., brand image and brand awareness.

Consequently, the majority of authors i.e. (Yoo and Donthu (2001); Herrero, San Martín, García de los Salmones, & Collado, (2017); Im, Kim, Elliot, & Han, (2012); Zavattaro, Daspit & Adams, (2015)), adopted the following four dimensions of brand equity to measure, (a) brand loyalty, (b) brand awareness, (c) perceived quality, and (d) brand associations. Some other scholars add perceived brand equity as a fifth dimension (Bianchi, Pike, & Lings, (2014); Boo, Busser, & Baloglu, (2009); Pike & Bianchi, (2013)). Ultimately, there are two ways to evaluate customer-based brand equity (direct & indirect) by emphasizing on two components: (1) brand image and (2) brand awareness (Keller (1993)). For the purpose of this study, researcher adopted two dimensions to measure brand equity depending on Keller (1993) model that consist of brand awareness, brand image.

2.2 Components of Brand Equity

2.2.1 Brand Awareness

The familiarity and acquaintance with brand from the customer are defined as brand awareness. Brand awareness is also defined as "*the ability of consumers to differentiate one brand from the other*" (Rossiter and Percy, (1987)). Brand awareness reflect the easiness of how customer can recognise or recall any brand in each class of any product or service (Aaker, (1991); Keller, (1993)). This ease of awareness presents an benefit to the brand, considering that the more easily the consumer remembers or recognizes the brand, the more likely it is to select it when purchasing (De Oliveira, Caetano & Coelho, (2017); Huang & Sarigöllü, (2014))

Consumers' awareness regarding any brand can be emerged as one of the first steps in the customer purchasing process. The higher degree of awareness the higher possibility for consumers to buy a product or services. Hence, it

may lead for a sustainable and well-established competitive advantage (Foroudi, (2019)). According to Keller (1993) brand awareness includes two components, (I) brand recall and

(ii) brand recognition. in this regard some scholars such as (Dempsey, (2019)) consider these components as a key aspect of the consumer decision-making process. Keller had defined brand recall as *"the consumer's ability to remember a particular brand from the mind when that product class is made known"*. Also, he argued that 'brand recognition may be more important to the extent that product decisions are made in the store'.

In this regard, Mourad, Meshreki, & Sarofim, (2020) noted that the evidence provides very strong support that is strong across cultural and country contexts for the dual dimensions of brand awareness and brand image.

2.2.2 Brand image

A good brand can confirm the positive impression of the customers and boost their product recognition (Grewal & Krishnan, (1998)). Brand image relates to the associations related to the brand that exist within the minds of customers, and comprises all expectations and knowledge relating to a particular product or service (Al-Dmour, Al-Zu 'bi, and Kakeesh, (2013)). Brand image could be defined as a brand that is brought to the consumer's mind by the brand association (Keller, 1993). Thus, Severi, & Ling, (2013) define it as customer feelings and emotions about the brand. Therefore, Beig, & Nika, (2019) assumed that brand image is a perception formed attributable to customers memory related to a product.

Wu and Wang, (2014) stated that and according to Park, Jaworski and MacInnis (1986) asserted that brand image is a (perceptual phenomenon) influenced by business communications activities, it can lead customers to freely associate their minds with branded products. Nevertheless, brand image can be further separated into three forms, which are namely (i.e., functional image, symbolic image and experiential image) Keller, (1993); Lada et al., (2018) , and they are detailed as follows: (1) Functional image: it represent the functionality of the product in how customers can help to resolve their consumer issues and avoid potential problems and enhancing competitiveness. (2) Symbolic image: it shows if the brand can satisfy customers internal desires such as improving self-value, or social-status, and self-recognition, etc. (3). Experiential image: The brand can satisfy customers fulfilment of variety and stimulation so as to provide them experiential delights.

Coffee shops as business usually comes with a concept that represent an elegant, sophisticated. Classy place and looks a bit more expensive. But Starbucks is a slightly different from any other coffee shop because Starbucks depending on a classic design and cosy atmosphere for gathering, meetings and studying.

Therefore, they have a simple website and social media looks, but if investigated carefully, everything put into the website is carefully and accurately evaluated and adjusted for customers. Incidentally, Strategic Marketing and Research Techniques (2008) find out that there is a strong positive relationship between customer loyalty and brand image. Accordingly, brand image can determine and influence the customer's behaviour (Burmann et al., 2008), and some other researchers as Tu, et al., (2012) found that the brand image may significantly influence customer satisfaction and customer loyalty,

2.3 Customer loyalty

Customer loyalty can be defined as the customer attitude and actions toward prefer one brand over all competitor ones, or if they – customers - satisfied with the product or services, and that reflects the extent of their encouragement to shop more regularly ((Peiguss, 2012); Magatef and Tomalieh, (2015)). Also, Magatef & Tomalieh, (2015) define it as the result of a positive emotional experience, physical attribute-based satisfaction and perceived value of an experience, which includes the product or services.

Customer loyalty is branded by starting and preserving the relationship with the customers, the frequent purchasing process of the products and services, a higher value of purchasing, buying the complete product range, higher-price tolerance, recommendation to others and invulnerability to attractiveness of the competition (Dlačić & Kežman,(2014); Griffin, (1997); Oliver, (1999); Meyer & Blümelhuber, (2000)). However, some other scholars (e.g., (Day, (1976); Jacoby and Kyner, (1973)) indicated that loyalty as a concept is goes beyond a simple repeat purchase behaviour from customers, hence, as it is a variable that is fundamentally a performance-related dimension and the second on the attitude of that commitment is the essential characteristic. It is recognized that if the customers regularly purchase a particular brand notwithstanding the superior aspects of the competition, price, and benefits of the brand, the value of the brand really exists (Ansary & Hashim, (2018); Rickardsson, Stark & Stierna, (2006)). Strong loyalty can be transformed into brand loyalty, which may enable easier changes and potential brand-related negatives (Keller &

Lehmann, (2003)). In this regard, Dick and Basu (1994) argued that loyalty can be determined by the strength of the association between relative attitude and repeat patronage and that it has both attitudinal and behavioral aspects. Furthermore, the mixture of these aspects allow to differentiate between two types of customer loyalty concepts, i.e., loyalty based on inertia, where a brand is bought out of habit merely because this takes less effort and customer will not hesitate to switch to another brand if there is some convenient reason to do so.

However, depending on what mentioned above, true brand loyalty, a frequent buying behavior that reflects a conscious decision to continue to buy the brand itself, must be accompanied by a basic positive attitude and a high commitment to the brand (Beerli, Martin and Quintana (2004)). In this regard Dick and Basu (1994) proposed four conditions related to loyalty:

- Loyalty signifies as favorable connection between relative and repeated patronage.
- Latent loyalty: is linked to high level of relative attitude, but low repeated patronage.
- Spurious loyalty: happens when a customer frequently purchases a brand but sees no significant difference among brands.
- No loyalty exists in a category when customers see few differences between alternative brands and there are low repeat purchases (Javalgi and Moberg 1997).

To end with researcher noticed that brand equity is what allows company to earn a better volume or bigger margins than it would be possible without the brand name. On the other hand, loyalty is the ultimate and superior goal of any brand for the reason that brands basically are about repeat the purchases process and making loyal customers *-fans-* who promote your brand for free. Therefore, to establish loyalty you must take care of brand as a personality, because if any business aim to get loyal customers they need connections or relationships and relationships can only exist between two personalities. Moreover, the basic idea behind this relationship is that brands need loyal customers for only they can carry brand over the chasm from "early adopters" to "early majority". Brand by itself cannot do that because of diversity of the factors which are (expenses, inability to transfer emotions and need for endorsement).

2.4 Previous Studies

Sriyani, (2019) study entitled: *"Effect of Brand Equity and Marketing Mix on Customer Satisfaction and Impact on Customer loyalty"*

This research is intended to study the activities carried out by PT Bank (*Bank Negara Indonesia (Persero) Tbk or Bank Negara Indonesia*) ICB Bumiputera, and how they use brand strategy and service marketing mix by looking at its effect on customer loyalty through customer satisfaction. Researcher performed this study by using quantitative research method distributed in 100 respondents (depositors at PT Bank ICB Bumiputera), Tbk in the Greater Jakarta area. Researcher used a cross-sectional survey instrument method to collect the needed data. Researcher applied descriptive statistical analysis using the (SPSS) program, to describe the data from the sample of each variable can be done, also, to represent the profile of respondents related to income, education, employment, sex, and age. Therefore, to test the research hypothesis data processing was done by using path analysis. The results of the study showed that there is a significant influence between brand equity and marketing mix on customer satisfaction. Hence, the study results yield that there is a significant influence of brand quantity, service marketing mix and customer satisfaction on customer loyalty.

Research critique:

The first criticism can be stated that the researcher study brand equity without defining the sub-variables, because this can reduce the value of the study as we cannot know the individual effects of each sub-variable on customer satisfaction and loyalty. the second criticism is the sample size is away very small and that can lead to low statistical power, inflated false discovery rate, inflated effect size estimation, low reproducibility but the researcher doesn't justify the small sample number or how he/she avoided any error or biases.

Vijaya kumar et al., (2018) study entitled: *"Impact of Retailer Brand Equity on Customer Loyalty with Customer Satisfaction in Selected Retail Outlets in Bangalore City"*

The goal of this research was to explore the relationship between the retailer brand equity and Customer loyalty in Bangalore City. Researchers used questionnaires as study tool to collect the primary data in order to achieve the goals of the study. A random sample was randomly drawn with a total of (1000). Researchers has been measured each item and using five-point Likert -scale. To analyse the study data, researchers used (SPSS 21.0) and (AMOS 21) programs. The study result showed that study brand reputation, brand promotion, brand commercial image and brand perceived

quality has a positive significant impact on customer loyalty. Hence, this study concluded that the variable perceived quality is a vital component in fostering customer satisfaction and customer loyalty. But on the other hand, customer loyalty appears to have slight significance compared with the other two factors: (1) brand trust and (2) brand equity. Further research should be done on other factors which are not brand related that determine customer loyalty in the retail industry.

Research critique:

This study had a big criticism which is the small size of literature review (small-scale literature review), and how it is very poor and does not help to lay on as a foundation for understanding all the included concepts. Hence, it does not contain any information, it contains only several definitions with a lack of organization and non-systematic writing. Also, most of the definitions is about brand equity without focusing on the other variables that included in the study (e.g., Customer Loyalty and Customer Satisfaction). However, there is another criticism which is the unclear problem and the lack of gabs in literature to fill, they only point out some objective without prefacing into the root of the problem.

Susanty & Kenny, (2015) study entitled: "*The Relationship between Brand Equity, Customer Satisfaction, and Brand Loyalty on Coffee Shop: Study of Excelso and Starbucks*"

In this study researchers examines the impact of the Brand Equity on the Customer Satisfaction and the Brand Loyalty of Starbucks and Excelso coffee shops' customers in Semarang, Central Java, Indonesia. Since Starbucks is the strongest competitor of Excelso coffee shop. Researchers used primary data in this study which were collected through closed end questionnaire with 5 Likert scale. The study conducted via a sample contained of 135 respondents for each brand, 270 respondents as a total. In order to analysis the study data, researchers used Structural Equation Modelling (SEM) run by (LISREL) program to test the hypothesis.

The results of this study revealed that all the studied diminutions of brand equity i.e., (The Physical Quality, the Ideal Self-Congruence, and the Lifestyle Congruence) have a positive and significant effect on the Customer Satisfaction on Excelso and Starbucks.

Research critique: The previous study shows some weaknesses that should be point out. First of all, the study is limited only to two brands of coffee shops which are Excelso and Starbucks, it is was better that if the researchers showed the differences between the managerial and demographic factors in these two chains, but instead they study it as one population without showing any differences. The second criticism relates to the sample size. Thus, the sample size of the current study was 135 for each brand but this sample size represents the minimum requirement for the population. The sample only includes customers from two brands of coffee shops in Semarang, Central Java, Indonesia. Consequently, this study cannot be generalized to the entire population because of the results and the limitations that suffer of.

Dlačić & Kežman, (2014), study entitled: "*Exploring Relationship Between Brand Equity and Customer Loyalty on Pharmaceutical Market*"

This study aims to show the relationship between brand equity and customer loyalty among self-medication products on pharmaceutical market. Researchers handled this study where studying the following components of brand equity, that is brand awareness, perceived quality and trust were studied in relationship with customer loyalty. The researchers performed the research on students of the Faculty of Economics in Rijeka, Croatia were using questionnaires with a total of 275 questionnaires were collected. In order to investigate the relationship between brand equity components and customer loyalty researchers used a multiple regression method. The research results indicate that all the studied components of brand equity increase customer brand loyalty, but not all elements do contribute in the same way. Hence, trust is found not to be an essential component of brand equity that affects customer loyalty in Croatian pharmaceutical market. Thus, as two of three explored brand equity components influence customer loyalty formation the hypothesis can be confirmed.

Research critique:

The first critique can be found in this study is utilizing the research results on the younger population (Students of the Faculty of Economics in Rijeka, Croatia). In this regard, it is researchers could consider done this research on other age groups in order to get better understanding in the validity of the hypotheses for the different groups as well.

Additionally, some components of brand equity were not adequately explored, such us trust, it would be better if the researchers conduct a pilot study to figure out the possible issues in the measurement scale.

3.0 Research Methods

3.1 Study Approach

This study adopted the descriptive analytical research approach, whereby this approach relies on studying the phenomenon as it exists, unfolding it accurately and expressively articulating it quantitatively so that it describes the qualitative expression of the phenomenon and clarifies its properties. As for the quantitative expression it provides a numerical description so that it shows its size and degree of correlation with other different phenomena. Also, the descriptive method helps to identifying the relationship between the variables that influence the phenomenon and predicting its occurrence and results.

To achieve the purpose of this study, this study was conducted by using a self-administered survey that handled and developed by the researcher based on the Yoo & Donthu, (1979), for brand equity and measuring the customer satisfaction, esteem, trust, and perceived quality and value, to measure customer loyalty measurements scales. The survey was separated into three different parts. In part one, respondents are requested to fill in some demographic details consisting of gender, age, practical experience. Nevertheless, in the second part, all respondents are required to answer questions related to brand equity, which is divided into (brand awareness, brand image).

Last of all, part three required respondents to answer questions based on customer loyalty to Starbucks Caffe house. In this part, respondents were inquired concerning their degree of deliberate to keep buying their café from Starbucks as well as their commitment towards Starbucks.

3.2 Study Sample and Population

A study population consisted of all employees of the in Starbucks chain in Jordan totaling of (130) employee from all the chain branches with a total of (23) branch. In view of the small size of the study population, the researcher studied the entire population. The unit analysis for this study was the employees of Starbucks chain in Jordan. Therefore, after completion, the questionnaires were checked and collected by the researcher. However, due to some invalid questionnaires which were removed from the population, and the total questionnaires was (107) valid for analysis.

4.0 Data Analysis

Several statistical analysis methods were employed in this study by using the SPSS V.23.0 software package. To start with, researcher examined the reliability of the questionnaire by using the Reliability Analysis via Cronbach's Alpha Coefficient. The results of the analysis revealed that the questionnaire has a very high degree of reliability, as the value of the Alpha Cronbach coefficient was (0.945) and it is higher than the value (0.70), which represents the value of the minimum acceptable factor for the purposes of scientific research (Cronbach , 1970), and higher than the limit value of (0.80),which many researchers consider as a strong indication of the reliability of the instrument that have been used. Hence, according to (Hinton et al., 1980, 2004) the alpha-Cronbach coefficient values that fall within the range (0.70-0.90) denotes a high degree of reliability (High Reliability) and a high degree of internal coherence (High Internal Consistency) between the paragraphs of the research tool. Accordingly, the researcher concludes that the current study instrument is characterized by a high degree of reliability and internal consistency between its paragraphs.

Moreover, standard deviation and mean were used in this research where mean has been used to measure the central tendency of and standard deviations distribution where used to help the researcher understand how bunched or disseminated the distribution is around the mean value.

4.1 Demographic Characteristics of participants

Descriptive statistical analysis was used to describe respondents' demographic characteristics -Table (1) - and to evaluate brand equity perceptions of employees. The researcher below shows the results of the of the frequency distribution analysis in the following paragraphs:

Gender: the results of the frequency distribution analysis in Table (1) indicate that most of the study sample members were male, and their number reached (74) employees, and they constituted (69.2%) of the sample, while about the rest of the number of the sample population was female, where it was they are (33) employees, or (30.8%) of the study sample.

Age: the results of the analysis, as it shows in Table (1), indicated a great age difference and variation among the study sample individuals, and the number of employees between (18) years and (22) years old was the largest number, and they were (51) employees, equivalent to (47.7%) of the study sample, followed by the number of employees aged between (23) years and (26), who were (40) employees, i.e. (37.4%) of the respondents. The employees who ranged in the range (27) years and above came in the third rank, and they were (16) employees, and they represented (15.0%) of the respondents.

Accordingly, the researcher concludes that the employees of the Starbucks chain in Jordan are a young community, because the largest number of employees of the study sample are younger than (27) years ((91) employees (85.1%)).

Practical experience: Table (1) shows that the majority of the study sample individuals are employees of Starbucks chain in Jordan whose job experiences were between (2-4) years, where their number represented (40) employees, and the number of employees whose job experiences range (1) years and less, is the second largest number, and they were (26) employees, which represents (24.3%) of the respondents, then followed by the number of employees whose experience exceeds (7) years, and they are (22) employees (20.6%). While the number of employees whose job experiences were limited between (4) and (6) years, the number of the least (19) employees represented (17.8%).

Table (1)

Demographic characteristics

Characteristics Values	Value	Frequencies %	Correct percentage
Gender	Male	74	69.2
	Female	33	30.8
	Total	**107**	**100.0**
Age	From 18-22 years	51	47.7
	23-26 years	40	37.4
	27 years and above	16	15.0
	Total	**107**	**100.0**
Practical experience	1 year and less	26	24.3
	From 2 to 4 years	40	37.4
	From 4 to 6 years	19	17.8
	7 years and over	22	20.6
	Total	**107**	**100.0**

4.2 Hypotheses testing

An Additional statistical method used was Simple Liner Regression (SLR) since this study dealing with one depending variable and one independent variable, to examine the influence of brand equity on customer loyalty.

H1: *Brand equity has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance ($\alpha \leq 0.05$)*

The researcher examined the hypothesis of the influence of brand equity on customer loyalty in Starbucks chain in Jordan using (SLR) analysis. The results of (SLR) analysis (Table (2)) revealed that the probability value (p) of the model that predicts the influence of brand equity on customer loyalty in Starbucks chain in Jordan is (0.000), which is below the level of alpha level ($\alpha \leq 0.05$), which requests for rejecting the null hypothesis and acceptance of the alternative hypothesis *(F = 256.618, df = 106, p = 0.000)*. The researcher concludes from this that the brand equity variable is statistical and positive influence at the level of significance (0.05) on customer loyalty in Starbucks chain in Jordan.

As for the results of the correlation analysis presented in Table (2), the results of the analysis of variance are strengthened; it was found that there is a strong positive relationship with statistical significance between brand equity and customer loyalty in Starbucks chain in Jordan (R = 0.710), and these results also indicate that the determination factor (R2)) For the model that predicts customer loyalty from brand equity, have the value of (0.842). This value implies that the brand equity variable explains unilaterally (84.2%) from the variations in customer loyalty in Starbucks chain in Jordan.

Table (2)

Model Summary				
Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	0.842[a]	0.710	0.707	3.44489
a. Predictors: (Constant), Brand Equity				

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Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	15.081	1.659		9.088	0.000
	Brand Equity	1.266	0.079	0.842	16.019	0.000
a. Dependent Variable: Customer Loyalty						

ANOVA[a]						
Model		**Sum of Squares**	**df**	**Mean Square**	**F**	**Sig.**
1	Regression	3045.355	1	3045.355	256.618	0.000b
	Residual	1246.066	105	11.867		
	Total	4291.421	106			
a. Dependent Variable: Customer Loyalty						
b. Predictors: (Constant), Brand Equity						

H1.1: *Brand Awareness has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance ($\alpha \leq 0.05$)*

The results of (SLR) analysis model in (Table (3)) indicate that the probability value (p) of the model that predicts customer loyalty from brand awareness dimension is (0.000), which is less than the level of alpha level ($\alpha \leq 0.05$), and therefore the researcher rejects null hypothesis, and accepts the alternative hypothesis *(F = 82.584, df = 107, p = 0,000)*, which leads to the conclusion that brand awareness have a positive influence and statistically significant impact at the alpha level of (0.05) on customer loyalty of employees in Starbucks chain in Jordan. The results of the correlation analysis (Table (3)) support the outputs of the variance analysis; and it shows that there is a positive and statistically significant relationship between the dimension of brand awareness and customer loyalty in Starbucks chain in Jordan (R = 0.664). On the other hand, these results indicate that the determining factor (R2) of the model that predicts customer loyalty from brand awareness has been (0.440).

Table (3)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.664	0.440	0.435	4.78303
a. Predictors: (Constant), Brand awareness				

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Coefficients[a]						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	14.338	2.983		4.806	0.000
	Brand Equity	1.296	0.143	0.664	9.088	0.000
a. Dependent Variable: Customer Loyalty						

ANOVA[a]						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	1889.296	1	1889.296	82.584	0.000b
	Residual	2402.124	105	22.877		
	Total	4291.421	106			
a. Dependent Variable: Customer Loyalty						
b. Predictors: (Constant), Brand awareness						

H1.2: *Brand Image has a statistically significant influence on customer loyalty in Starbucks chain in Jordan at the 0.05 level of significance (α ≤ 0.05)*

The results of (SLR) analysis model in (Table (4)) indicate that the probability value (p) of the model that predicts customer loyalty from brand image dimension is (0.000), which is less than the level of alpha level (α ≤ 0.05), and therefore the researcher rejects null hypothesis, and accepts the alternative hypothesis *(F = 214.768, df = 107, p = 0,000)*, which leads to the conclusion that brand image have an influence and statistically significant impact at the alpha level of (0.05) on customer loyalty of employees in Starbucks chain in Jordan. Also, the results of the correlation analysis (Table (4)) support the outputs of the variance analysis; and it shows that there is a positive and statistically significant relationship between the dimension of brand awareness and customer loyalty in Starbucks chain in Jordan (R = 0.820). On the other hand, these results indicate that the determining factor (R2) of the model that predicts customer loyalty from brand awareness has been (0.672).

Table (4)

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.820	0.672	0.669	3.66339
a. Predictors: (Constant), Brand Image				

Analyzing the influence of brand image on customer loyalty

Coefficients[a]						
Model		**Unstandardized Coefficients**		**Standardized Coefficients**	**t**	**Sig.**
		B	**Std. Error**	**Beta**		
1	(Constant)	10.356	2.129		4.864	0.000
	Brand Equity	0.746	0.051	0.820	14.655	0.000
a. Dependent Variable: Customer Loyalty						

ENOVA						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2882.275	1	2882.275	214.768	0.000b
	Residual	1409.146	105	13.420		
	Total	4291.421	106			
a. Dependent Variable: Customer Loyalty						
b. Predictors: (Constant), Brand Image						

5.0 Conclusion

Based on the result, of investigating the influence of brand equity on customer loyalty, a conclusion can be drawn as explained below. This result shows that brand equity simultaneously had a strong and positive influence on customer loyalty ($R^2 = 0.710$) as it supported by the limited previous research done by other researchers, such as (e.g., Krishnan, & Arun (2016); Dlačić & Kežman, (2014); Wong and Yahyah (2008); Taylor, Celuch & Goodwin, (2004)). On the other hand, researcher found inconsistency with the result of other researchers such as, (Ahmad and Hashim (2010)). Hopefully, this study contributes new insights into the research of brand equity and loyal customers and presents suggestions for developing the research in service contexts even further.

5.1 Marketing Implementations

The core aim of paying attention to the brand equity is the important not only to increase market share alongside with increasing its appraisal in the marketplace. Good brand equity results in loyal customers who prefer one brand over the other and that what results in increases its market share, hence, the increasing of loyal customers can result in substantial rises in profitability (Bataineh et al., (2015).

(i) It is vital that the marketing department of the Starbucks chain management be reliable, committed to service and information with their clients, should communicate accurately and on time, and should solve problems and disputes in a way that leads to ending problems and unnecessary inconvenience to customers. In this regard, (Al Dmour, & Sweidan, (2013)) indicated, quoting from (Ndubisi, 2004) that "*loyal customers are valuable communicators of favourable word-of mouth about organizations or products to which they feel loyal*".

(ii) Brand awareness is found to be the strongest dimension that influence the customer loyalty in Starbucks coffee house, this affective dimension is positively influenced by higher levels of customers satisfaction.

(iii) Gaining high level of customer loyalty requires a dedicated effort by marketing managers to use critical IT technologies that allow them to provide more personalized connections and better customer management.

(iv) Obtaining a high level of customers loyalty requires marketing managers to be aware of customer behavior in order to establish and maintain long-term relationships with them.

5.2 Recommendations

Based on the study results, the researchers propose the following recommendations:

1. Starbucks coffee house managers should pay more attention to the influence of all brand equity dimensions on customer loyalty with the intention of creating and maintaining a close relationship with their customers and paying greater attention to the issues of commutations, satisfaction and related bonds.
2. They also need to pay more attention to their customers in order to understand their needs and expectations well and to keep in touch with them. Customer's satisfaction surveys should be conducted in a systematic and continues way.
3. Starbucks marketing managers should work on a way how to build up a loyal customer base as a way of attracting new customers.
4. Build up and develop a loyalty plans or programs oriented to fit the youth needs and their shopping requirements.
5. Keeping customers notified about all the available loyalty programs and how to deal with.
6. Marketing managers must strengthen the branding of Coffee house awareness of how to connect efficiently with customers, and how to provide crystal clear message and to choose the right type of communication platform.
7. Marketers team must keep utilizing all types of customer loyalty programs due to their clear influence on customer retention.
8. Future research may restudy this influence from the customers point of view.
9. Marketing managers must build branding-knowledge of their employees, not only external branding although internal branding.
10. Starbucks marketing managers be required to create an effective marketing database adept of understanding their customer's aptitudes, behaviours and motivations.

5.3 Future Research Recommendations

The researcher proposes the following recommendations for future studies:

1. Apply this study on other Coffee houses in order to generalize and confirm the results of this study.
2. Conducting longitudinal studies that extend to several years, in order to monitor the customer loyalty in the Starbucks Coffee house, which brings us closer to reality more, and to determine the impact of the applying of brand equity properly.
3. Apply the same study on other Arab countries in order to obtain more validation and generalized for the findings.
4. Evaluate the brand equity from the company's perspective or through financial and non-financial measurements.
5. Studying all brand equity dimensions to show how other components of brand equity can influence customer loyalty.

Conflict of interest

The author has not declared any conflict of interests.

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