

The Effect of Positioning Strategy on Consumer Perception at Hanoon Industries (Apparel) with Brand Engagement as a Moderating Variable

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ABSTRACT

This study aims to examine the effect of positioning strategy on consumer perception at Hanoon Industries, with brand engagement as a moderating variable. The research employs a quantitative descriptive and associative approach with a sample of 100 respondents. Data were analyzed using simple linear regression and moderated regression analysis through SPSS. The results indicate that positioning strategy has a positive and significant effect on consumer perception. Furthermore, brand engagement is proven to moderate and strengthen the relationship between positioning strategy and consumer perception. These findings highlight the importance of integrating effective positioning strategies with strong consumer engagement to build positive brand perceptions in the local fashion industry.

ABSTRAK

Penelitian ini bertujuan untuk menganalisis pengaruh strategi positioning terhadap persepsi konsumen pada Hanoon Industries dengan brand engagement sebagai variabel moderasi. Metode penelitian yang digunakan adalah kuantitatif deskriptif dan asosiatif dengan jumlah sampel sebanyak 100 responden. Teknik analisis data menggunakan regresi linear sederhana dan regresi moderasi yang diolah melalui SPSS. Hasil penelitian menunjukkan bahwa strategi positioning berpengaruh positif dan signifikan terhadap persepsi konsumen. Selain itu, brand engagement terbukti berperan sebagai variabel moderasi yang memperkuat hubungan antara strategi positioning dan persepsi konsumen. Temuan ini menegaskan pentingnya strategi positioning yang didukung oleh keterlibatan konsumen dalam membentuk persepsi merek yang positif.



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INTRODUCTION

The Indonesian fashion industry is experiencing rapid growth, providing significant opportunities for local brands while simultaneously intensifying market competition (Nur & Al Akromi, 2024). This increasingly competitive environment requires brands to develop clear and effective positioning strategies to differentiate themselves and remain relevant in consumers' minds (Putra et al., 2024). The acceleration of digitalization and the widespread use of social media platforms further amplify this challenge, as consumers are now exposed to a vast number of brands and marketing messages (Dwivedi et al., 2021). Consequently, understanding how positioning strategies influence consumer perception has become increasingly important for fashion brands operating in dynamic market conditions (Zhang et al., 2023).

Previous studies have consistently highlighted the critical role of positioning strategy in shaping consumer perception. (Kotler et al., 2022), define positioning as a firm's strategic effort to design its offerings and brand image in order to occupy a distinctive, meaningful, and competitive position in consumers' minds. Effective positioning is typically reflected through clear differentiation, consistent brand communication, and the delivery of unique value propositions that align with consumer needs and expectations. Consumer perception itself refers to the process through which individuals select, organize, and interpret marketing stimuli, and it plays a decisive role in influencing brand evaluation and purchasing decisions. A favorable perception can enhance brand attractiveness, while an unclear or weak positioning may reduce consumer interest and trust.

In addition to positioning strategy, brand engagement has emerged as an important factor in strengthening the relationship between brands and consumers, particularly in the digital marketing context. Brand engagement encompasses consumers' cognitive, emotional, and behavioral involvement with a brand. According to (Keller & Swaminathan, 2020), engaged consumers are more likely to actively interact with brands, develop emotional attachment, and demonstrate loyalty-related behaviors. Prior research suggests that higher levels of engagement can enhance the effectiveness of positioning strategies by reinforcing brand messages and deepening consumers' positive perceptions.

Despite the growing body of literature on positioning strategy, consumer perception, and brand engagement, empirical studies that examine brand engagement as a moderating variable in the relationship between positioning strategy and consumer perception remain limited, particularly within the context of the local fashion industry. This gap indicates the need for further investigation to better understand how engagement influences the effectiveness of positioning efforts. Therefore, this study aims to analyze the effect of positioning strategy on consumer perception at Hanoon Industries, with brand engagement as a moderating variable, in order to provide both theoretical insights and practical implications for local fashion brands.

This literature review discusses the key theoretical concepts and previous studies related to positioning strategy, brand engagement, and consumer perception. These concepts provide a theoretical foundation for developing the research framework and formulating hypotheses in this study, particularly in understanding how strategic brand efforts influence consumers' cognitive and emotional evaluations.

Positioning strategy refers to a strategic process through which companies design their offerings and communicate brand value to occupy a clear, distinctive, and meaningful position in consumers' minds relative to competitors (Kotler et al., 2022). Effective positioning enables consumers to easily identify, differentiate, and recall a brand when making purchase decisions, especially in markets characterized by intense competition and information overload (Niosi, 2021). By emphasizing unique attributes, benefits, or brand values, positioning helps firms establish a strong brand identity that resonates with specific target segments (Cherangattu, 2024).

Moreover, positioning strategy plays a crucial role in shaping consumers' perceptions by aligning brand messages with consumer needs, preferences, and expectations (Mohamad Rizaldi et al., 2025). When a brand's positioning is perceived as consistent and relevant, it can create a favorable impression and strengthen brand credibility, which in turn drives trust and purchase intention (Khan & Razzaque, 2015). According to (Supriyoso & Supriadi, 2022), a well-defined positioning strategy not only attracts targeted market segments but also contributes to sustainable competitive advantage by reinforcing brand differentiation (Sulastri et al., 2025).

Therefore, positioning strategy is considered a critical determinant in influencing how consumers perceive a brand and evaluate its offerings (Jessica Weisman-Pitts, 2025).

Brand engagement has become a central concept in contemporary brand management, particularly in the context of digital and social media marketing (Keller & Swaminathan, 2020) define brand engagement as the level of consumers' willingness to invest their time, effort, and other resources in interacting with a brand (Keller & Swaminathan, 2020). This interaction may take various forms, such as liking, commenting, sharing content, participating in online discussions, or engaging in brand-related experiences on social media and offline touchpoints (Razmus, 2021)

Cognitively engaged consumers demonstrate attention and interest toward brand messages, emotionally engaged consumers develop feelings of attachment or enthusiasm, and behaviorally engaged consumers actively participate in brand-related activities (Razmus, 2021). High levels of brand engagement strengthen the relationship between consumers and brands, fostering trust, loyalty, and advocacy, particularly in social media environments (Balakrishnan Menon P, 2024).

Consumer perception refers to the process through which individuals select, organize, and interpret marketing stimuli to form a meaningful understanding of a product, brand, or overall consumption experience (Kotler et al., 2022). This process is subjective and influenced by personal experiences, beliefs, motivations, and emotional states. As a result, consumer perception often differs from objective product attributes and can vary across individuals even when they are exposed to the same marketing messages (Saputra et al., 2024)

In many cases, consumer perception exerts a stronger influence on purchase decisions than objective reality. Consumers tend to rely on their perceptions and feelings when evaluating brands, which subsequently shape their attitudes, preferences, and behavioral intentions (Nofrizal et al., 2023) Positive consumer perception can lead to increased purchase likelihood, brand trust, and long-term loyalty, whereas negative perception may hinder brand acceptance and weaken market performance (Nurhilalia & Saleh, 2024). Therefore, understanding consumer perception is essential for firms seeking to design effective positioning strategies and engagement initiatives that resonate with their target audiences (Putra et al., 2024).

RESEARCH METHOD

This study uses simple linear regression analysis and moderated regression analysis (Moderated Regression Analysis) with the help of SPSS software to test the influence of positioning strategy on consumer perceptions and the role of brand engagement as a moderating variable, because this method is considered effective in analyzing the relationship between variables and testing the moderating effect accurately in quantitative research (Ghozali, 2018).

The research variables consist of positioning strategy (X) as the independent variable, brand engagement (Z) as the moderating variable, and consumer perception (Y) as the dependent variable. These three variables were measured using a five-point Likert-based questionnaire.

The population of this study consisted of all active consumers of Hanoon Industries during the 2025 research period. The sampling technique employed was purposive sampling, with criteria including respondents aged 18–40 years who had interacted with Hanoon Industries through product purchases or digital content engagement and had conducted at least two interactions or purchases within the past six months. Based on the unknown population

formula with a 95% confidence level and a 5% margin of error, a minimum sample size of 96 respondents was obtained and rounded up to 100 respondents to ensure analytical adequacy.

This study utilized both primary and secondary data sources. Primary data were collected through the distribution of structured online questionnaires to respondents who met the sampling criteria. Secondary data were obtained from scientific journals, textbooks, industry reports, and relevant internal documents of Hanoon Industries to support the theoretical framework and analysis.

Data analysis was conducted using SPSS version 23. The analytical process began with validity and reliability testing, followed by classical assumption tests to ensure that the regression model met the required statistical assumptions. Simple linear regression analysis was applied to examine the effect of positioning strategy on consumer perception. Furthermore, Moderated Regression Analysis (MRA) was employed to analyze the moderating role of brand engagement in strengthening the relationship between positioning strategy and consumer perception. Hypothesis testing was carried out based on regression coefficients and significance levels to obtain accurate and comprehensive findings relevant to the research objectives.

RESULTS AND DISCUSSION

The respondents in this study consisted of 100 active consumers of Hanoon Industries. The majority were male (54%) and predominantly aged 21–25 years (47%), indicating that the sample was dominated by young adult consumers who are actively engaged with local fashion brands and digital platforms. This demographic profile aligns with the target market of Hanoon Industries.

VALIDITY TEST

Table 1 Validity Test Results of Research Variables

| Variable | Item Code | r - count | r - table | Result |
|--------------------------|-----------|-----------|-----------|--------|
| Positioning Strategy (X) | X1.1 | 0.481 | 0.1966 | Valid |
| | X1.2 | 0.412 | 0.1966 | Valid |
| | X1.3 | 0.409 | 0.1966 | Valid |
| | X1.4 | 0.478 | 0.1966 | Valid |
| | X1.5 | 0.428 | 0.1966 | Valid |
| | X1.6 | 0.412 | 0.1966 | Valid |
| | X1.7 | 0.267 | 0.1966 | Valid |
| | X1.8 | 0.374 | 0.1966 | Valid |
| | X1.9 | 0.508 | 0.1966 | Valid |
| Brand Engagement (Z) | Z1.1 | 0.282 | 0.1966 | Valid |
| | Z1.2 | 0.604 | 0.1966 | Valid |
| | Z1.3 | 0.575 | 0.1966 | Valid |
| | Z1.4 | 0.324 | 0.1966 | Valid |
| | Z1.5 | 0.280 | 0.1966 | Valid |
| | Z1.6 | 0.622 | 0.1966 | Valid |
| | Z1.7 | 0.656 | 0.1966 | Valid |
| | Z1.8 | 0.366 | 0.1966 | Valid |
| | Z1.9 | 0.505 | 0.1966 | Valid |

| | | | | |
|-------------------------|-------|-------|--------|-------|
| Consumer Perception (Y) | Z1.10 | 0.428 | 0.1966 | Valid |
| | Z1.11 | 0.714 | 0.1966 | Valid |
| | Z1.12 | 0.454 | 0.1966 | Valid |
| | Y1.1 | 0.232 | 0.1966 | Valid |
| | Y1.2 | 0.466 | 0.1966 | Valid |
| | Y1.3 | 0.523 | 0.1966 | Valid |
| | Y1.4 | 0.382 | 0.1966 | Valid |
| | Y1.5 | 0.477 | 0.1966 | Valid |
| | Y1.6 | 0.425 | 0.1966 | Valid |
| | Y1.7 | 0.475 | 0.1966 | Valid |
| | Y1.8 | 0.372 | 0.1966 | Valid |
| | Y1.9 | 0.405 | 0.1966 | Valid |

Based on the validity test results, all measurement items across the variables of Positioning Strategy (X), Brand Engagement (Z), and Consumer Perception (Y) show corrected item-total correlation values greater than the r-table value of 0.1966. This indicates that all questionnaire items are valid and capable of accurately measuring their respective constructs. Therefore, the research instruments are deemed appropriate for further statistical analysis.

RELIABILITY TEST

Table 2 Simple Linear Regression Results

| Item N = 100 | Corrected Item-Total Correlation | Criteria | Decision |
|--------------------------|----------------------------------|----------|----------|
| Positioning Strategy (X) | 0.743 | 0.70 | RELIABLE |
| Brand Engagement (Z) | 0.862 | 0.70 | RELIABLE |
| Consumer Perception (Y) | 0.741 | 0.70 | RELIABLE |

Based on the reliability test results presented in the table above, it is known that the Cronbach's Alpha value for the Positioning Strategy (X) variable is 0.741, the Brand Engagement (Z) variable is 0.862, and the Consumer Perception (Y) variable is 0.741. All Cronbach's Alpha values are greater than the reliability criterion of 0.70. Thus, it can be concluded that all variables in this study are declared reliable and suitable for use as research instruments in the next analysis stage.

CLASSICAL ASSUMPTION TEST

Table 3 Classical Assumption Test Results

| Classical Assumption Test | Asymp. Sig. (2-tailed) | VIF |
|------------------------------------|------------------------|-------|
| One-Sample Kolmogorov-Smirnov Test | 0.200 | |
| Multicollinearity Test | | 1.000 |

The normality test conducted before outlier treatment showed that the residuals were not fully normally distributed, indicating the presence of outliers affecting the residual pattern. After handling the outliers, the normality test results showed a significance value greater than 0.05, indicating that the residuals were normally distributed. Furthermore, the multicollinearity test revealed a tolerance value of 1.000 and a Variance Inflation Factor (VIF) of 1.000. This result occurs because the regression model includes only one independent variable, meaning there is no correlation among independent variables. Therefore, it can be concluded that the regression model is free from multicollinearity issues.

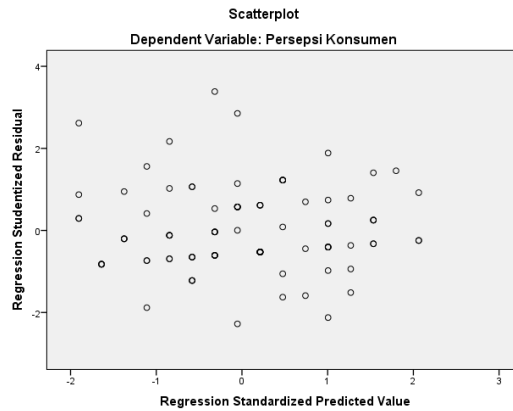


Figure 1. Heteroscedasticity test

Based on the heteroscedasticity test using the scatterplot, the residual points are randomly distributed above and below the zero line and do not form any specific pattern, such as funnel-shaped, widening, or wave like patterns. This indicates that the residual variance is constant across all predicted values. Therefore, it can be concluded that the regression model does not suffer from heteroscedasticity and meets the heteroscedasticity assumption.

SIMPLE LINEAR REGRESSION RESULTS

To examine the effect of positioning strategy on consumer perception, a simple linear regression analysis was conducted. The results are presented in Table 2.

Table 4 Simple Linear Regression Results

| Variable | B | Std. Error | t | Sig. |
|----------------------|-------|------------|--------|-------|
| Constant | 2.434 | 1.612 | 1.510 | 0.134 |
| Positioning Strategy | 0.928 | 0.047 | 19.810 | 0.000 |

The regression results indicate that positioning strategy has a positive and significant effect on consumer perception ($\beta = 0.928$; $p < 0.05$). This finding suggests that stronger positioning strategies lead to more favorable consumer perceptions toward Hanoon Industries.

COEFFICIENT OF DETERMINATION

The explanatory power of the regression model is shown in Table 3.

Table 5 Coefficient of Determination (Simple Regression)

| R | R ² | Adjusted R ² |
|-------|----------------|-------------------------|
| 0.895 | 0.800 | 0.798 |

The R² value of 0.800 indicates that 80% of the variation in consumer perception can be explained by the positioning strategy, while the remaining 20% is influenced by other factors not included in the model.

MODERATED REGRESSION ANALYSIS RESULTS

Table 6 Moderated Regression Results

| Variable | B | Std. Error | t | Sig. |
|----------------------|-------|------------|-------|-------|
| Constant | 5.214 | 1.102 | 4.73 | 0.134 |
| Positioning Strategy | 0.482 | 0.072 | 6.694 | 0.000 |
| Brand Engagement | 0.391 | 0.065 | 6.015 | 0.000 |

| Variable | B | Std. Error | t | Sig. |
|--|-------|------------|-------|-------|
| Positioning Strategy* Brand Engagement | 0.084 | 0.012 | 7.000 | 0.000 |

The results of the moderated regression analysis indicate that Positioning Strategy (X) has a significant effect on Consumer Perception, as shown by a t-value of 6.594 with a significance level of 0.000 (< 0.05). Brand Engagement (Z) also shows a significant direct effect on Consumer Perception, with a t-value of 6.015 and a significance level of 0.000. Furthermore, the interaction term Positioning Strategy \times Brand Engagement (X \times Z) is statistically significant, with a t-value of 7.000 and a significance level of 0.000 (< 0.05). This result indicates that Brand Engagement acts as a moderating variable, influencing the strength of the relationship between Positioning Strategy and Consumer Perception. Therefore, it can be concluded that Brand Engagement significantly moderates the effect of Positioning Strategy on Consumer Perception in the context of Hanoon Industries.

COEFFICIENT OF DETERMINATION (MODERATION MODEL)

Table 7 Coefficient of Determination (Moderated Regression)

| R | R ² | Adjusted R ² |
|-------|----------------|-------------------------|
| 0.933 | 0.870 | 0.866 |

The R² value increases to 0.870, indicating that 87% of the variance in consumer perception is explained when brand engagement and the interaction term are included in the model. This improvement suggests that brand engagement strengthens the explanatory power of the positioning–perception relationship.

HYPOTHESIS TESTING

Hypothesis testing in this study was conducted using t-statistics and significance values obtained from both simple linear regression and moderated regression analysis. All tests were performed at a 5% significance level ($\alpha = 0.05$). A hypothesis is considered supported when the significance value is less than 0.05, indicating that the tested relationship is statistically meaningful.

H1: The Effect of Positioning Strategy on Consumer Perception

The results of the simple linear regression analysis demonstrate that positioning strategy has a positive and statistically significant effect on consumer perception. This finding is supported by a significance value of 0.000, which is lower than the predetermined significance level of 0.05, as well as a positive regression coefficient. These results indicate that improvements in positioning strategy are associated with more favorable consumer perceptions.

This finding suggests that when Hanoon Industries effectively communicates its brand values, differentiation, and unique characteristics, consumers are more likely to form positive evaluations of the brand. Clear and consistent positioning helps consumers understand what the brand represents, thereby strengthening their perceptions and increasing the likelihood of favorable attitudes toward the brand. Therefore, H1 is accepted, confirming that positioning strategy plays a significant role in shaping consumer perception.

H2: The Moderating Role of Brand Engagement on the Relationship Between Positioning Strategy and Consumer Perception

The results of the moderated regression analysis reveal that the interaction term between positioning strategy and brand engagement (Positioning Strategy \times Brand Engagement) has a significance value below 0.05. This indicates that brand engagement significantly moderates the relationship between positioning strategy and consumer perception. In other words, the effect of positioning strategy on consumer perception varies depending on the level of consumer engagement with the brand.

This finding implies that positioning strategies become more effective when consumers are actively engaged with the brand at cognitive, emotional, and behavioral levels. Highly engaged consumers are more receptive to brand messages, more likely to internalize the brand's positioning, and more inclined to develop positive perceptions. Conversely, lower levels of engagement may weaken the influence of positioning efforts on consumer perception. Therefore, H2 is accepted, confirming that brand engagement strengthens the effect of positioning strategy on consumer perception at Hanoon Industries.

DISCUSSION

This study aimed to examine the effect of positioning strategy on consumer perception and to investigate the moderating role of brand engagement in the relationship between positioning strategy and consumer perception at Hanoon Industries. The findings provide important insights into how strategic positioning and consumer engagement jointly shape consumer perceptions in the context of a local fashion brand operating in a highly competitive and digitally driven market.

The results of the simple linear regression analysis indicate that positioning strategy has a positive and significant effect on consumer perception. This finding suggests that a clear, consistent, and distinctive positioning strategy plays a crucial role in shaping how consumers perceive a brand. When consumers are able to clearly understand what a brand represents, what differentiates it from competitors, and the value it offers, they tend to form more favorable perceptions. This result supports the theoretical perspective proposed by Kotler et al. (2022), who argue that positioning is a strategic effort to embed a brand meaning in consumers' minds through consistent communication and value delivery. In the context of Hanoon Industries, the brand's emphasis on local identity, design consistency, and quality appears to contribute positively to consumer perceptions.

Furthermore, the findings reinforce previous empirical studies that highlight positioning strategy as a key determinant of consumer perception in fashion and lifestyle industries. In markets characterized by intense competition and product similarity, positioning becomes a critical tool for differentiation. For local fashion brands such as Hanoon Industries, effective positioning not only helps the brand stand out but also strengthens its relevance among young consumers who are highly exposed to various brand alternatives through digital platforms.

The moderation analysis reveals that brand engagement has a significant direct effect on consumer perception. This indicates that consumers who are more cognitively, emotionally, and behaviorally engaged with the brand tend to hold more positive perceptions. This finding aligns with the conceptualization of brand engagement proposed by Keller and Swaminathan (2020), which emphasizes consumer willingness to invest time, attention, and emotional resources in interacting with a brand. Active engagement through social media interactions, content consumption, and repeated purchases strengthens consumers' emotional connection to the brand, thereby enhancing their overall perception.

More importantly, the results demonstrate that brand engagement significantly moderates the relationship between positioning strategy and consumer perception. This means that brand

engagement strengthens the impact of positioning strategy on consumer perception. When consumers are highly engaged, the positioning messages communicated by the brand become more effective and meaningful. Engaged consumers are more likely to notice, interpret, and internalize positioning cues, leading to stronger and more positive perceptions. Conversely, when brand engagement is low, the influence of positioning strategy on consumer perception may be weaker, as consumers are less involved and less attentive to brand messages.

This finding contributes to the literature by highlighting the interactive role of brand engagement in enhancing positioning effectiveness. While previous studies have largely examined positioning strategy and consumer perception as a direct relationship, this study extends existing knowledge by integrating brand engagement as a moderating variable. This integration is particularly relevant in the digital era, where consumer-brand interactions occur continuously through online platforms and social media. For Hanoon Industries, this implies that positioning efforts alone are not sufficient; they must be supported by strategies that actively foster consumer engagement.

From a practical perspective, the findings suggest that local fashion brands should not only focus on developing a strong positioning strategy but also prioritize initiatives that encourage consumer engagement. Interactive digital content, community-building activities, and two-way communication can enhance engagement levels, thereby amplifying the effectiveness of positioning strategies in shaping consumer perceptions. By aligning positioning messages with engagement-driven activities, brands can create stronger emotional bonds with consumers and achieve more sustainable competitive advantages.

Overall, this study demonstrates that positioning strategy and brand engagement are complementary factors in shaping consumer perception. The effectiveness of positioning strategy is significantly enhanced when consumers are actively engaged with the brand. These findings offer both theoretical and managerial implications, particularly for local fashion brands seeking to compete in dynamic and digitally oriented markets.

CONCLUSIONS and SUGGESTION

This study examines the effect of positioning strategy on consumer perception with brand engagement as a moderating variable in the context of Hanoon Industries. The results indicate that positioning strategy has a positive and significant effect on consumer perception, suggesting that a clear, consistent, and relevant positioning strategy is crucial in shaping favorable consumer perceptions toward local fashion brands.

Furthermore, the findings reveal that brand engagement has a significant direct effect on consumer perception. Consumers who are cognitively, emotionally, and behaviorally engaged with the brand tend to form more positive perceptions of Hanoon Industries. More importantly, the moderation analysis confirms that brand engagement strengthens the relationship between positioning strategy and consumer perception. This indicates that the effectiveness of positioning strategies increases when supported by high levels of consumer engagement.

From a managerial perspective, these findings imply that Hanoon Industries should not only focus on developing a strong and distinctive positioning strategy but also actively foster brand engagement through interactive digital communication, engaging content, and consumer involvement initiatives. Strengthening brand engagement can enhance the impact of positioning efforts and support sustainable brand perception.

For future research, it is recommended to include additional variables such as brand trust, brand image, or service quality to further explain consumer perception. Future studies may also

apply different analytical approaches or explore other industries to enrich the literature on positioning strategy, brand engagement, and consumer behavior.

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