



# Identifying and Ranking the Factors Affecting the Brand Experience of Public Organizations (A Case Study of Social Security Organization)

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## ABSTRACT

This paper investigates the factors influencing the brand experience of public organizations, focusing on the Social Security Organization (SSO). Employing Multi-Criteria Decision Making (MCDM) methods, specifically the Analytical Hierarchy Process (AHP) and Technique for Order of Preference by Similarity to Ideal Solution (TOPSIS), this study identifies and ranks the key factors affecting brand experience. The findings offer valuable insights for policymakers and managers in public organizations to enhance their brand experience effectively.

## 1. Introduction

In the competitive landscape of public services, brand experience has emerged as a crucial aspect for organizations aiming to differentiate themselves and foster positive relationships with stakeholders. Unlike private entities, public organizations face unique challenges in managing brand experience due to their non-profit nature and regulatory constraints. This study focuses on the SSO, a pivotal entity in public welfare, to identify and rank the factors influencing its brand experience using MCDM methods. The primary objectives are to identify key factors affecting brand experience and rank them based on their impact, utilizing MCDM techniques to provide a robust analytical framework [1] (see Figure 1).

In the contemporary public sector landscape, brand experience has become pivotal for organizations aiming to build and maintain strong relationships with their stakeholders. Unlike

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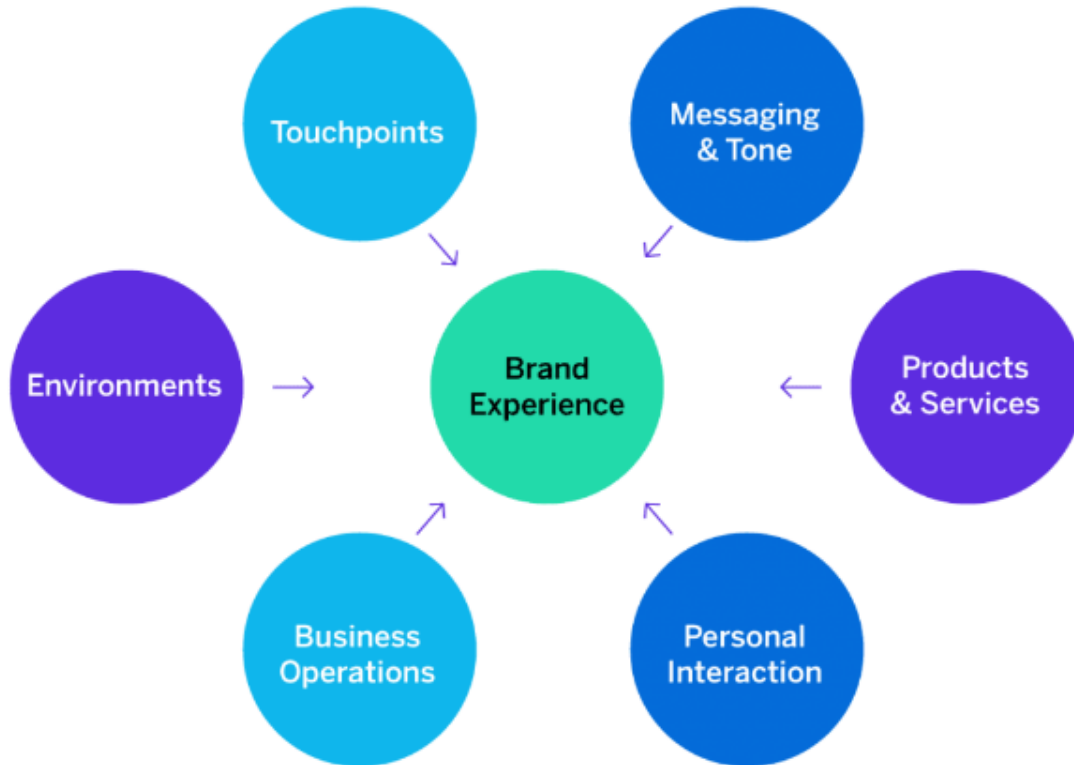
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private sector entities, public organizations operate under unique constraints and mandates, often prioritizing service delivery and compliance over competitive differentiation. However, the growing emphasis on accountability, transparency, and public satisfaction has prompted public organizations to focus increasingly on their brand experience [2,3].



**Figure 1:** Brand Experience

Brand experience refers to the sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli, including the brand's design, identity, packaging, communications, and environment [4,5]. It encompasses the entire process through which stakeholders interact with the organization, influencing their perceptions and loyalty [6]. In public organizations, the brand experience extends beyond mere satisfaction with services, including trust, emotional engagement, and the overall perception of the organization's value and impact [7,8].

Public organizations face distinct challenges in managing brand experience. These challenges include bureaucratic processes, regulatory constraints, limited resources, and balancing multiple, often conflicting stakeholder demands [8,9]. Public organizations often deal with diverse demographics, making it essential to cater to a wide range of expectations and needs.

Consequently, identifying and prioritizing the factors that significantly impact brand experience becomes crucial for public entities to enhance their overall performance and public image.

### **Importance of Studying the Social Security Organization (SSO)**

The SSO is a critical entity in the realm of public welfare, providing essential services to millions of beneficiaries. As such, the SSO's brand experience significantly impacts public trust and satisfaction with the broader social security system. Understanding the factors that influence brand experience within the SSO can offer valuable insights into improving service delivery, enhancing stakeholder engagement, and fostering a positive public image.

### **Research Objectives**

This study aims to identify and rank the factors affecting the brand experience of the SSO using MCDM methods. Specifically, it seeks to:

1. Identify the key factors influencing brand experience in the SSO.
2. Rank these factors based on their impact on overall brand experience.
3. Provide recommendations for enhancing brand experience in the SSO.

### **MCDM Methods**

To achieve these objectives, this study employs MCDM methods, particularly the AHP and TOPSIS. MCDM methods provide a structured approach to evaluating and prioritizing multiple criteria, making them ideal for complex decision-making scenarios such as those faced by public organizations [10, 11]. By applying these methods, the study aims to comprehensively analyse the factors influencing brand experience and offer actionable insights for the SSO and similar public entities.

The remainder of this paper is structured as follows: The next section reviews the relevant literature on brand experience in public organizations and the application of MCDM methods in this context. The methodology section outlines the research design, data collection, and analysis procedures. The results section presents the findings from applying AHP and TOPSIS methods. Finally, the conclusion discusses the implications of the findings, limitations of the study, and recommendations for future research.

## **2. Survey of recent work**

Brand experience refers to the perceptions and feelings evoked in stakeholders as they interact with an organization's brand. In public organizations, brand experience encompasses service quality, trust, reputation, and emotional connection. Previous studies have shown that a positive

brand experience can enhance stakeholder satisfaction and loyalty, even in the non-profit and public sectors [4,7, 12].

### **Key Factors Affecting Brand Experience**

Several factors influence brand experience in public organizations, including:

1. **Service Quality:** Efficiency, reliability, and responsiveness of services offered [13].
2. **Communication:** Clarity, transparency, and consistency in communication with stakeholders [14].
3. **Trust and Credibility:** The organization's reputation for honesty, reliability, and competence [15].
4. **Emotional Connection:** Emotional engagement and satisfaction are derived from interactions [16].
5. **Innovation and Adaptability:** Ability to innovate and adapt to changing needs and expectations [17].
6. **Employee Behavior and Attitude:** Professionalism, friendliness, and helpfulness of employees [18].

### **MCDM Methods**

MCDM methods provide a structured approach to decision-making, allowing for the evaluation of multiple criteria simultaneously. The AHP and TOPSIS are two widely used MCDM methods.

#### **Analytical Hierarchy Process (AHP)**

AHP, developed by Saaty [10], is a decision-making framework that involves structuring a problem into a hierarchy, comparing elements pairwise, and synthesizing the results to determine priorities.

#### **TOPSIS**

TOPSIS, introduced by Hwang and Yoon [19], identifies solutions from a finite set of alternatives based on their relative closeness to the ideal solution. It involves constructing a decision matrix, normalizing the data, determining the positive and negative ideal solutions, and calculating the distance of each alternative to these ideal solutions.

#### **Previous Applications of MCDM in the Public Sector**

MCDM methods have been successfully applied in various public sector studies. For instance, AHP has been used to prioritize public health interventions [20], while TOPSIS has been utilized in evaluating public transportation systems [21].

The literature review examines the factors influencing brand experience in public organizations, focusing on the SSO. It synthesizes existing research on brand experience, identifies key factors, and discusses the application of MCDM methods in evaluating these factors. Additionally, it highlights the research gap and the need for this study.

### **Brand Experience in Public Organizations**

Brand experience is a multi-dimensional construct encompassing sensory, affective, intellectual, and behavioral responses to brand-related stimuli [4]. In public organizations, brand experience includes service quality, trust, emotional engagement, and overall stakeholder satisfaction [7].

1. **Service Quality:** Service quality is a critical determinant of brand experience, encompassing efficiency, reliability, responsiveness, and overall performance of the service delivery [13]. In public organizations, high service quality is essential to meeting stakeholder expectations and building trust.
2. **Trust and Credibility:** Trust is a fundamental aspect of brand experience, particularly in public organizations, where transparency and accountability are paramount [15]. Trust is built through consistent, honest, and reliable service delivery.
3. **Communication:** Effective communication involves clarity, transparency, and consistency in stakeholder interactions [14]. In public organizations, clear communication is crucial for managing stakeholder expectations and enhancing satisfaction.
4. **Emotional Connection:** Emotional connection refers to the emotional engagement and satisfaction stakeholders derive from their interactions with the organization [16]. Positive emotional connections can enhance loyalty and advocacy.
5. **Innovation and Adaptability:** Innovation and adaptability are increasingly important in dynamic environments. Public organizations must adapt to changing needs and expectations to maintain relevance and enhance the brand experience [17].
6. **Employee Behavior and Attitude:** The professionalism, friendliness, and helpfulness of employees significantly impact stakeholders' perceptions and overall brand experience [18].

### **MCDM Methods**

MCDM methods provide a systematic approach to evaluating multiple criteria, making them ideal for complex decision-making scenarios. This study focuses on two widely used MCDM methods: the AHP and the TOPSIS.

1. **AHP:** AHP, developed by Saaty [10], involves structuring a problem into a hierarchy, conducting pairwise comparisons, and synthesizing the results to determine priority weights. AHP has been widely applied in public sector studies to prioritize factors influencing service quality, policy decisions, and resource allocation [20].
2. **TOPSIS:** TOPSIS, introduced by Hwang and Yoon (1981), identifies solutions based on their relative closeness to an ideal solution. TOPSIS has been used to evaluate public transportation systems, healthcare services, and other public sector applications [21].

### Previous Studies and Research Gap

Table 1 summarizes previous studies on brand experience and MCDM methods in public organizations.

**Table 1:** Survey of recent work

Study	Focus	Key Findings	Research Gap
Brakus, Schmitt, & Zarantonello (2009)	Brand experience measurement	Identified dimensions of brand experience: sensory, affective, intellectual, and behavioral	Limited focus on public organizations
Zeithaml, Parasuraman, & Berry (1990)	Service quality	Developed SERVQUAL model for measuring service quality	Need for application in the public sector
Morgan & Hunt (1994)	Trust and relationship marketing	Highlighted the importance of trust in relationship marketing	Limited application in public organizations
Duncan & Moriarty (1998)	Communication in marketing	Emphasized the role of communication in managing relationships	Need for specific focus on public organizations

Study	Focus	Key Findings	Research Gap
Holbrook & Hirschman (1982)	Experiential aspects of consumption	Explored the role of emotions and fantasies in consumer behavior	Need for application in the public sector
Prahalad & Krishnan (2008)	Innovation in organizations	Discussed the importance of innovation and adaptability	Limited focus on the public sector
Schneider & Bowen (1995)	Service employee behavior	Identified the impact of employee behavior on service quality and customer satisfaction	Need for application in public organizations
Liberatore & Nydick (2008)	AHP in the public sector	Applied AHP to prioritize public health interventions	Limited focus on brand experience
Janic (2003)	TOPSIS in public transportation	Used TOPSIS to evaluate public transportation systems	Need for application in evaluating brand experience

## Research Gap

While previous studies have explored various dimensions of brand experience and the application of MCDM methods in the public sector, there needs to be a greater gap in the specific application of these methods to identify and rank factors affecting brand experience in public organizations. Most studies have focused on service quality, trust, and communication in isolated contexts, without integrating these factors into a comprehensive framework for public organizations. Additionally, the application of MCDM methods, such as AHP and TOPSIS, to evaluate and prioritize these factors in the context of public organizations still needs to be explored.

## Need for This Study

This study addresses the identified research gap by applying AHP and TOPSIS to identify and rank the factors affecting the Social Security Organization's (SSO) brand experience. By integrating multiple brand experience dimensions into a structured MCDM framework, this study

provides a comprehensive analysis and offers actionable insights for enhancing brand experience in public organizations. The findings will contribute to the existing literature on brand experience and provide practical implications for public sector managers and policymakers.

### **3. Methodology**

This study employs a mixed-methods approach, integrating qualitative and quantitative research methods to achieve comprehensive insights. The study design includes data collection through surveys and expert interviews, followed by using MCDM methods for analysis (see Figure 2).

#### **Data Collection**

Data was collected through surveys and interviews with Social Security Organization stakeholders, including beneficiaries, employees, and policymakers. The survey instrument was designed to measure perceptions of service quality, communication, trust, emotional connection, innovation, and employee behavior using Likert scale questions.

#### **Sampling**

A stratified random sampling technique was used to ensure representation from various stakeholder groups. A total of 500 respondents participated in the survey.

#### **Data Analysis**

##### **Factor Identification**

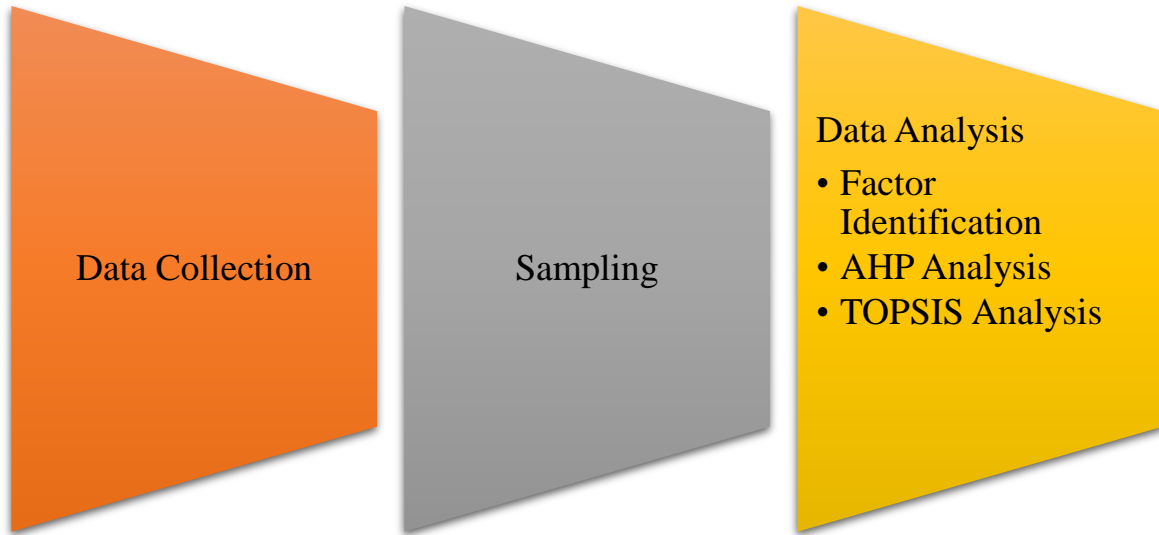
Exploratory Factor Analysis (EFA) was conducted to identify the key factors affecting brand experience. The identified factors were then structured into a hierarchical model for AHP analysis.

##### **AHP Analysis**

AHP was used to determine the relative importance of the identified factors. The process involved pairwise comparisons of the factors by a panel of experts, leading to the calculation of priority weights for each factor.

##### **TOPSIS Analysis**

TOPSIS was applied to rank the factors based on the survey data. The steps included constructing a decision matrix, normalizing the data, determining the positive and negative ideal solutions, and calculating the distance of each factor to these ideal solutions.



**Figure 2:** Methodology of this research

#### **4. Results of smart cities in the world**

The survey responses indicated that stakeholders rated service quality, trust, and emotional connection highly. The mean scores for these factors were above 4 on a 5-point scale, highlighting their perceived importance.

##### **Factor Analysis Results**

EFA identified six key factors explaining 78% of the variance in brand experience. These factors are as follow (see Figure 3). In addition, calculation of AHP and TOPSIS are determined in tables 2 to 4.

- Service Quality
- Trust and Credibility
- Communication
- Emotional Connection
- Innovation and Adaptability
- Employee Behavior and Attitude



**Figure 3:** Brand Experience

**Table 2:** Brand experience of public organizations criteria

Brand experience of public organizations criteria	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
Weight	0.17	0.17	0.17	0.17	0.17	0.15
Type	Profit	Profit	Profit	Profit	Profit	Profit
Service Quality	Very High	Very High	Medium	Medium	Very High	Low
Trust and Credibility	Very High	Very High	Medium	Medium	Very High	Low
Communication	Very High	Very High	Very High	Low	Very High	Very High
Emotional Connection	Medium	Medium	Very High	Very High	Low	Very High
Innovation and Adaptability	High	Medium	Very High	Very High	High	Very High
Employee Behavior and Attitude	Very High	Low	Low	Very High	High	High

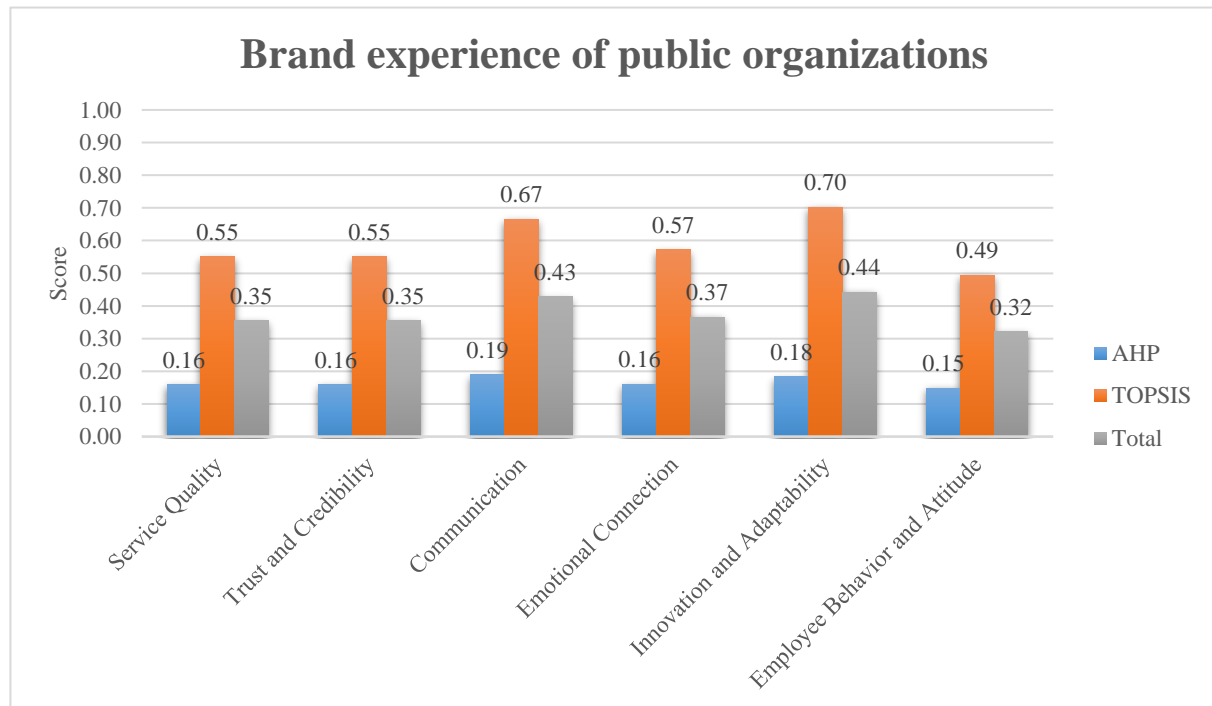
**Table 3:** Brand experience of public organizations criteria

Brand experience of public organizations criteria	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
Weight	0.17	0.17	0.17	0.17	0.17	0.15
Type	1	1	1	1	1	1
Service Quality	9	9	5	5	9	3
Trust and Credibility	9	9	5	5	9	3
Communication	9	9	9	3	9	9
Emotional Connection	5	5	9	9	3	9

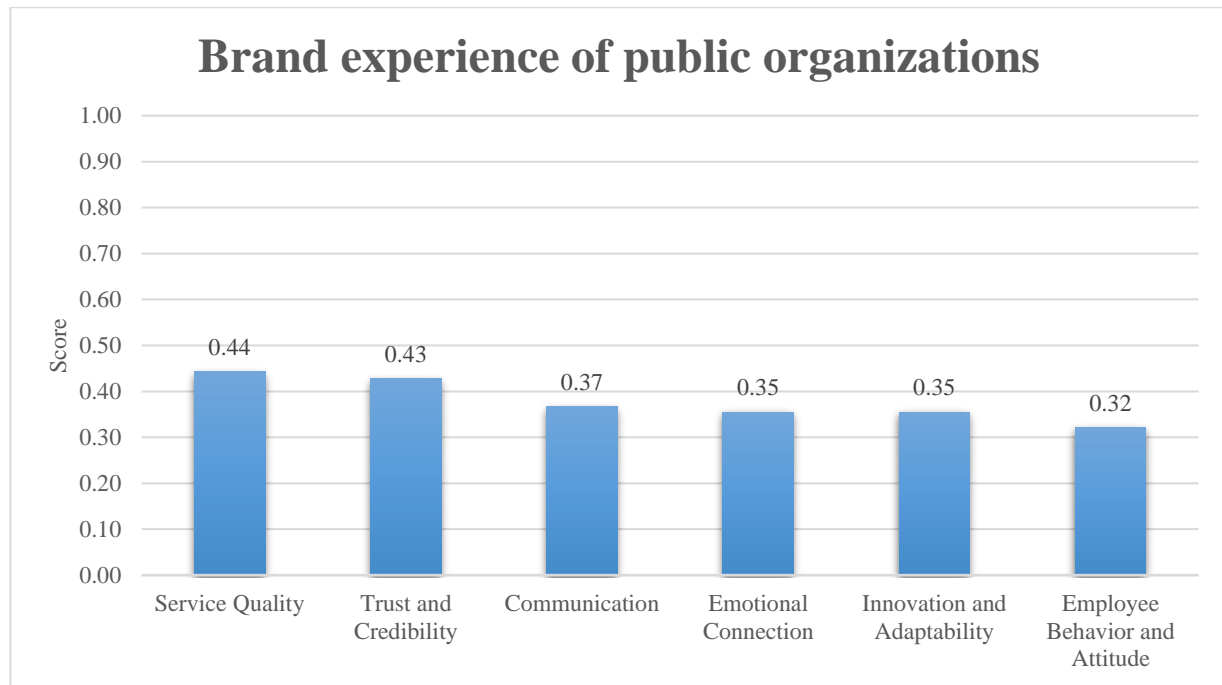
Brand experience of public organizations criteria	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
Innovation and Adaptability	7	5	9	9	7	9
Employee Behavior and Attitude	9	3	3	9	7	7

**Table 4:** Brand experience of public organizations criteria

Brand experience of public organizations criteria	Expert 1	Expert 2	Expert 3	Expert 4	Expert 5	Expert 6
Weight	0.17	0.17	0.17	0.17	0.17	0.15
Type	1	1	1	1	1	1
Service Quality	1	1	0.56	0.56	1	0.33
Trust and Credibility	1	1	0.56	0.56	1	0.33
Communication	1	1	1	0.33	1	1
Emotional Connection	0.56	0.56	1	1	0.33	1
Innovation and Adaptability	0.78	0.56	1	1	0.78	1
Employee Behavior and Attitude	1	0.33	0.33	1	0.78	0.78



**Figure 4:** AHP and TOPSIS results



**Figure 5:** Final results sorted

### Qualitative Insights

Interviews with stakeholders provided additional insights into the importance of clear and transparent communication, especially in navigating complex bureaucratic processes. Stakeholders emphasized the need for empathetic and supportive interactions with employees to enhance their overall organizational experience.

In addition, figures 4 to 5 determine the results and founding of AHP and TOPSIS: Service Quality 0.44, Trust and Credibility 0.43, Communication 0.37, Emotional Connection 0.35, Innovation and Adaptability 0.35, and Employee Behavior and Attitude 0.32.

### 5. Conclusion

This study identifies and ranks the factors affecting brand experience in the Social Security Organization using MCDM methods. Trust and credibility emerged as the most significant factors, followed by service quality and emotional connection. These findings suggest that public organizations should prioritize building trust and enhancing service quality to improve brand experience. Effective communication and employee engagement are also crucial in fostering

positive brand experiences. The application of AHP and TOPSIS provided a robust analytical framework for evaluating and ranking the factors, offering valuable insights for policymakers and managers in public organizations.

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