The Effect of Brand Development

on Organisational Performance of Manufacturing Firms.

Case Study: Sugar Corporation of Uganda Limited

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DEDICATION

I dedicate this piece of work to Mr. Eric Mukonzo Mumbere who laid the foundation for my academic journey through inspiration and support.

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LIST OF ABBREVIATIONS

SCOUL: Sugar Corporation of Uganda Limited

MBA: Master of Business Administration

UMU: Uganda Martyrs University

AIDA: Awareness-Interest Desire Association

SRS: Simple Random Sampling

SPSS: Statistical Package for Social Scientists

SE: Social Exchange

CVI: Content Validity Index

CSR: Corporate Social Responsibility

SKU: Stock Keeping Units

NAPE: National Association of Professional Environmentalists

SMC: Save Mabira Crusade

ABSTRACT

The study examined the effect of brand development process on the performance of manufacturing organizations; with a case study of Sugar Corporation of Uganda Ltd. It was guided by three research objectives which were; the effect of brand positioning on organizational performance, effect of communicating the brand message on organizational performance and, the effect of delivering brand performance on organizational performance.

The study used a cross sectional survey design with both qualitative and quantitative results. Data was collected using questionnaires and interviews.

The study was carried out at Sugar Corporation of Uganda Ltd from a population of 80 employees in sales and marketing, finance and audit. The researcher believed that this category of people was knowledgeable enough about his area of study and was able to avail him with the necessary data about the study.

Purposive sampling was used to select staff in finance and audit whereas simple random sampling was used to select sales and marketing staff as respondents.

Data analysis involved use of frequencies, percentages, mean, correlations and regressions to show the magnitude of effect the independent variables have on the dependent variable.

The Study findings revealed that; there is a significant statistical positive relationship between brand positioning and organizational performance ($r=.402^{**}$; $p<0.01$), a significant statistical positive relationship between communiacting the brand message and organizational performance ($r=.643^{**}$; $p<0.01$), and a positive weak significant relationship between delivering brand performance and Organisation performance($r=0.195^{**}$; $p<0.001$).

Since all the dimensions of brand development process (position of the brand, communiacting the brand message as weel as delivering brand performance) showed a positive and significant relationship with organizational performance, the study therefore concludes that brand development process has a positive and significant relationship on organizational performance.

SCOUL should therefore ensure that there is constant availability of the products, improve its distribution strategy and involve itself in community events since they keep the brand familiar to the public; thus improving its performance.

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CHAPTER ONE

GENERAL INTRODUCTION

1.0   Introduction to the study

As a process, brand development consists of a series of systematic actions directed to an end of creating a brand which in turn boosts the firm's image both at corporate and product level.

Organizational performance in today's world is a major focus for all organizations; both profit making as well as those in non-profit making activities. Therefore, every institution challenges her operations in bid to come up with better performance results. Engagement in brand development is one key area adopted by most organizations to achieve this.

Relatedly, in a research project submitted to the School of Business, University of Nairobi for the award of a degree of Master of Business Administration - November 2012, Faith Shihachi, looked at "Corporate Branding Strategy and Performance of Safaricom Limited" a telecommunication firm based in Kenya. In her study, she explored the following aspects of branding;

Corporate branding strategy helps in improving organizational performance through creating the company and product awareness, helps in pushing up sales, enhancing customer satisfaction and that corporate branding strategy seeks to create unique identity and position for its product and services and ensures that both product and organizations create value beyond that of their competitors.

While the study focussed on the role of branding in the performance of organizations, the researcher's concern was limited to the company's brand image contribution to the overall results.

This study therefore seeks to contribute to the brand development knowledge area by; establishing why firms engaged in brand development still find it difficult to sustain their position in the continual growth process while others end up totally failing despite their investment and continued brand development process.

This chapter therefore has information covering the main issues to be handled in the research study. The researcher specified the Introduction to the study, Background to the research as well as to the case study, Objectives of the study, Research Questions, Scope of the study, Significance of the study, Justification, the Conceptual Framework and Definition of key terms.

1.1 Background of the Study

The historical evolution of brands has shown that brands initially have served the roles of differentiating between competing items, representing consistency of quality and providing legal protection from copying. Apart from providing the badge of its maker which indicates the legal ownership of all the special technical and other relevant features that the offering may possess, the brand can have a powerful symbolic significance. The brand can in itself imply status, enhance image and project or augment lifestyle so that the ownership of the brand becomes of value in its own right. Its accepted qualities can simplify the decision making process by reducing perceived risk while from the supplier's perspective, it can not only assist in differentiating the offering, but also lead to brand loyalty, deter market entry and if well deployed, enable its owners to command higher prices and profit margins (Bradley 1995, Egan– Guilding 1994).

Brand development is the process of creating and strengthening an institution's product image.

Healey, M. (2008) asserts that the process of brand development can be divided into four stages.

The first stage involves analysing the current situation. The purpose of this stage relates to the identification of the gap in customer satisfaction with specific ranges of products and/or services.

The second stage of brand development process relates to the formulation of a brand vision. Specifically brand vision is developed in a way that it is directly associated with eliminating the existing gap identified a great level of effectiveness.

The third stage is the combination of strategy and creativity. Regarding this particular stage it has been stated that "strategy alone would not succeed; it must be accompanied by a creative identity that engages the senses appropriately, and enough publicity and advertising to arose demand for the brand" (Healey, 2008, p.16).

The fourth stage involves analysing the outcome and introducing necessary changes. By the time this stage is reached, firms would have results of the brand's level of acceptance by the firm's target customer segment. Accordingly, necessary modifications can be introduced to the brand strategy in order to eliminate shortcomings that have been identified. (Healey 2008)

Building a brand driven culture is a lifelong commitment to a mindset and a way of life that takes time, planning and perseverance that produces intangible outputs which include greater customer satisfaction, reduced price sensitivity, fewer customer defections, a greater share of customers' wallets, more referrals, and a higher percentage of repeat business (Knapp, 2000).

Customers value their relationships with their branded possessions and with marketing agents and institutions that own and manage the brand (Alexander *et al.,* 2002). The brand identity needs to focus on points of differentiation that offer sustainable competitive advantage to the firm.

Brand identity is based on a thorough understanding of the firm's customers, competitors, and business environment. The brand identity needs to reflect the business strategy and the firm's willingness to invest in the programs needed for the brand to live up to its promise to customers (Aaker and Joachimsthaler, 2000). Strong brands enjoy customer loyalty, the potential to charge premium prices, and considerable brand power to support new product and service launches.

Companies need to have thorough understanding of customer beliefs, behaviors, product or service attributes, and competitors.

According to the business dictionary, organizational performance refers to an analysis of a company's performance as compared to goals and objectives. Within corporate organizations, there are three primary outcomes analyzed: financial performance, market performance and shareholder value performance (in some cases, production capacity performance may be analyzed).

It comprises the actual output or results of an organization as measured against its intended outputs (or goals and objectives). It is a broad construct which captures what organizations do, produce, and accomplish for the various constituencies with which they interact. (Joel A. C. Baum, 2002).

Effective organizational performance is when all the parts of an organisation work together to achieve great results, being measured in terms of the value delivered to customers. (Louise James 2012). She goes ahead to explain these organizational parts as below:

Strategic objectives – provide the direction in which everyone within the organisation should head. They provide focus and ensure we are all working towards the same end.

Organizational structure – this represents the form in which the organisation will deliver its services. The structure must support the strategy just as the strategy must have regard to the

structure. For instance, an on-line delivery strategy will not be successfully executed unless the organisation has on-line capabilities.

Business performance measures – representing the measures by which each area of the organisation will be assessed. There is no single set of measures that may be applied across all organizations. In order to be relevant and of use to the organisation, the measures must be determined in light of the organization's goals and the strategies put in place to achieve those goals. It is this measurement process that will direct behavior more than any other system that may be put in place. Further, the information must be easily obtainable - in a timely manner. This requires the management information systems to be developed to collect the right data in an efficient way.

Allocation of resources and processes – relates to the decision making approach that takes place within the organisation. It is how the organisation goes about deciding where to apply its scarce resources – including money, time and effort - in order to achieve its objectives.

Values, culture and guiding principles – this part is unique to the organisation. If the organisation was human, this would be its DNA. The culture must support the achievement of the strategic objectives in order to draw out the "best" of people. The values and guiding principles must support the purpose (remembering from our definition that an organisation is an organized group of people with a particular purpose) for achievement of desired outcomes.

Reward structures – must reinforce the culture and direct efforts to support the achievement of strategic objectives. Reward structures may include various forms – monetary (for example, bonus on achievement of short term goals), promotion (recognition of having acquired certain skills), celebration event (recognizing and congratulating team efforts), leave of absence / day off (recognition and 'thank you' for a job well done), and more.

All these parts are inter-related and a change to one will impact one or more of the others. Similarly, one poor performing part will potentially negatively impact the others and lead to less than successful results. So, effective organizational performance is getting all of these parts to work in harmony in order to achieve great results.

1.1.1 Background to Sugar Corporation of Uganda Ltd

Sugar Corporation of Uganda Ltd (SCOUL) is located 45km east of Kampala city; the Ugandan capital at Kabowa Ward, Lugazi Municipal Council, Buikwe District, Uganda, East Africa; engaged in sugar manufacturing, farming, sugar estates business activities.

SCOUL has gone through a great level of transformation from its humble beginning in 1924. The vision of SCOUL is to produce best sugar in Uganda to satisfy its customers and other stakeholders, getting returns on capital employed through dedicated employees and team work.

In the recent past, the company embarked on renovations and production lines expansion to boost productivity. However, SCOUL stands as the third-largest manufacturer of sugar in Uganda, with an annual average production capacity of 100,000 metric tons; accounting for approximately 20 % of the national output.

The sugar produced is marketed in Uganda, Kenya, Tanzania, Rwanda, Burundi, the Democratic Republic of the Congo, and South Sudan; among others.

Besides the production capacity expansion, equally efforts have been put on the distribution network. A second sales depot was recently established in Kampala, situated at 6th street in the Kampala main industrial area.

There are a number of reasons that justify the choice of SCOUL as the case study to this research, among them: being one of the oldest companies in Uganda, yet east and central Africa's pioneer in sugar production

Secondly, her recent historical record of supposedly greedy expansionist maneuvers of 2007 whereby, Sugar Corporation of Uganda Limited, a venture jointly owned by the Government of Uganda and the Mehta Group, announced plans to clear one-third of the Mabira Forest (around 70 square kilometres)for sugarcane plantations and had proposed to the government to de-gazette and transfer this land to SCOUL.

The national Association of Professional Environmentalists (NAPE) in conjunction with other civil society groups in Kampala then formed a pressure group codenamed 'Save Mabira Crusade' (SMC) to protest the forest give-way.
In February 2007, SMC organized a massive demonstration on the streets of Kampala to

denounce government plan to give-away part of Mabira forest. Three people were killed including an Indian in the process.

There were also riots against Asians, since SCOUL was known to be Indian-owned. SCOUL plantations were set ablaze while e-mails and SMS calling for the boycott of SCOUL's *Lugazi sugar* brand were circulated.

Source: (The NewVision 2nd April 2007)

All these attracted the researcher's attention to SCOUL while selecting a case to the study.

1.2   Statement of the Problem

Just like the entire business sector world over, the manufacturing sub-sector is becoming more and increasingly competitive while the consumer turns more complex every other day. For instance, consumer behavior in the food processing industry is turning increasingly unpredictable and less consistent. Customers are demanding value added food products, with no chemical composition which satisfy their nutritional needs besides the quantity component.

On the other hand, organizational performance in today's business perspective is a major focus for every organization; both profit and non-profit motivated. The organizations' concern over performance is comprised of a broad base that includes; profitability, product quality and consistency, acquisition of the market's share and sustaining the desired position, effectiveness and economy, among others.

Managers endeavor to come up with smart strategies such as brand development strategies to ensure their organizations perform and achieve the desired company objective targets.

However, despite the effort put by organizations to remain competitive and sustainable by positioning their brands as a tool to enhance their performance, many have kept declining while others have ended in total failure. The most recent case still fresh and memorable to the minds of East Africans is the demise of Uchumi Supermarkets both in Uganda and Tanzania. Uchumi is a Kenyan based retail chain of Supermarkets. Source: (*The Daily Monitor,* Tuesday October 20 2015).

Another case is that of Sumbule Steel Mills. Despite her over 40 years' existence in manufacturing and continuous market dominance while taking advantage of the pioneering status in the industry at home and subsequently shaping Uganda's economy through the 1980s, the firm eventually met her demise.

In a press interview with the Monitor newspaper on January 30th 2014, Mr Christopher Sembuya, the group chairman, pointed out that, "Sembule industries shaped Uganda's economy when President Museveni came to power in 1986. He used to bring here every visiting president and this was Museveni's pride," he added. Despite this strategic development, the firm came to being defunct by 2014 owing to her failure to sustain operations any further. Source: (*The Daily Monitor, FRIDAY JANUARY 31 2014*).

The study therefore examines whether brand development as a process is an effective and sustainable organizational performance strategy for manufacturing, processing and other trading firms.

1.3   Objectives of the study:

1.3.1   Major Objective
To establish the effect of brand development process on organizational performance of manufacturing firms

1.3.2 Specific Objectives
i.   To establish the effect of brand positioning on organizational performance
ii.   To establish the effect of communicating the brand message on organizational performance
iii.   To investigate the effect of delivering the brand performance on organizational performance

1.4 Research Questions
i. What is the effect of brand positioning on organizational performance?
ii. What is the effect of communicating the brand message on organizational performance?
iii. What is the effect of delivering brand performance on organizational performance?

1.5   Scope of the study

1.5.1   Content Scope
This study focused on; brand positioning, communicating the brand message and delivering the brand performance; being the indicators of brand development process as well as, profitability, product quality and market share position; being the indicators of organizational performance. Competitors, market intelligence and government policy, will constitute the moderating factors.

1.5.2 Time Scope

This study covered the period from 2010 to 2015. The justification for this period is that the performance reports for this period can all be accessed to determine the position of the firm's operations. Therefore the time span was considered sufficient.

1.5.3 Geographical Scope

This study covered Sugar Corporation of Uganda Limited (SCOUL); a sugar company which is located in Lugazi Municipality, Buikwe District, 45 kilometers east of the Ugandan capital; Kampala.

1.6 Significance of the Study

This research will be useful to the management of SCOUL to identify the prevailing weaknesses and improve on the process of brand development to enhance her organizational performance level.

The research findings will also be used by policy makers especially in the sugar processing industry to penetrate and develop new markets.

The study will also be used by researchers who may be interested in investigating further on brand building processes in various manufacturing and processing firms.

This study will enable Sugar Corporation of Uganda Limited to establish whether her level of involvement in the brand development process is linked to the entire performance concern.

The study findings will be useful by SCOUL's management as well as other companies to design suitable brand development campaigns for strengthening their brands on the market.

It will also help the researcher to boost his knowledge and skills; given the fact that he is directly in the practice of marketing, a field where brand management falls.

Not only the above but also the study is justified by being a requirement for the completion of the degree of Master of Business Administration.

1.7 Justification of the study

As a process, branding consists of a series of systematic actions directed to an end of creating a brand; which also demonstrates a well thought out, defined, repeatable approach to solving

a particular problem by producing relatively predictive outcomes; majorly to cope up with organizational performance challenges.

However, despite organizations investing significant portions of their budgets in building and strengthening their brands every year, there are continual lamentations over the poor performance of firms engaged in manufacturing, processing, as well as service industries. For instance, despite being in production of Lugazi Sugar for over 90 years, at the 2015 SCOUL AGM, the shareholders expressed a serious concern over dwindling profitability levels for the previous five years (SCOUL AGM minutes 2015)

The researcher had observed long queues of trucks that parked at the company sales depot yard daily for quite a long period, which he interpreted as a sign of good performance. Upon learning of the AGM minutes, the researcher got interested in studying whether the popularity of brands can out-stand organizational performance challenges and salvage the firm from depression.

Hence, the study on the effect of brand development process on organizational performance is justified by the need to establish whether branding is an appropriate strategy upon which organizations should rely to register and guarantee better performance.

1.8 Conceptual Framework
The framework was designed basing on the PCDL Model: a conceptual model for building brands (Bhimrao, 2008)

PCDL Model: a conceptual model for building brands
Based on the literature review and three case studies of Indian brands, the conceptual model for brand building in competitive markets, known as PCDL Model, has been proposed. The four elements of this model, namely, positioning the brand, communicating the brand message, delivering the brand performance, and leveraging the brand equity are discussed below.

Positioning the brand
 Positioning is related with creating the perception of a brand in the customer's mind and of achieving differentiation that it stands apart from competitors' brands/offerings and that it meets the consumer's needs/expectations. Brand marketer's major objective should be to create the desired perception in the target consumer's mind.

A brand position is part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates and advantage over competing brands (Aaker, 1996). A well positioned brand has a competitively attractive position supported by strong associations, such as high rating on a desirable attribute like friendly service, or store's offering of home delivery (Aaker, 1991). In an increasingly networked economy, understanding the consumer behavior effects of linking a brand to other entities such as another person, place, thing, or brand is crucial (Keller, 2003a). Marketers must be able to understand how various entities should best be combined, from a consumer brand-knowledge perspective, to create the optimal positioning in the minds of consumers.

According to Temporal (2000), the branding focus should be on adding psychological value to products, services, and companies in the form of intangible benefits – the emotional associations, beliefs, values, and feelings that people relate to the brand. By strategically positioning it in the minds of the target audience, the company can build a strong identity or personality for the brand. Ability to endow a product, service or corporation with an emotional significance over and above its functional value is a substantial source of value creation (Sherrington, 2003). The promise of value must be relevant to the people or businesses a company wants to have as its customers (Ward et al., 1999). A successful brand aims to develop a high-quality relationship, in which customers feel a sense of commitment and belonging; even to the point almost of passion (Chernatony and McDonald, 1998).The brand preference is the outcome of the emotional needs the customers have. Emotional associations can strongly distinguish the brand in customer's mind in comparison to competitors' offerings. Branding enables the process of transforming functional assets into relationship assets.

In strong brands, brand equity is tied both to the actual quality of the product or service and to various intangible factors. Those intangibles include "user imagery" (the type of person who uses the brand); "usage imagery" (the type of situations in which the brand is used); the type of personality the brand portrays (sincere, exciting, competent, rugged); the feeling that the brand tries to elicit in customers (purposeful, warm); and the type of relationship it seeks to build with its customers (committed, casual, seasonal). The strongest brands stay on the leading edge in the product arena and tweak their intangibles to fit the times (Keller, 2000). Upshaw

(1995) identified eight alternative positioning tools used by companies as: feature-driven prompts; problem/solution prompts; target-driven positioning; competition-driven positioning; emotional/psychological positioning; benefit driven positioning; aspiration

positioning; and value positioning. Brands that are well positioned occupy particular niches in consumers' minds.

Communicating the brand message

A brand needs to carve a vision of how that brand should be perceived by its target audience. The brand positioning helps in prioritizing the focus of the brand identity and resultant communication themes which enable the company to set forth the communication objectives such as the type of message, brand differentiation to be achieved, and themes that appeal to the target customers. Advertising that is creatively executed helps the brand to break the clutter and build strong impact in the target market.

The challenges faced by companies in building brands are: to be noticed, to be remembered, to change perceptions, to reinforce attitudes, and to create deep customer relationships (Aaker and Joachimsthaler, 2000). A differentiated, "ownable" brand image can build an emotional and rational bridge from customers to a company, a product, or a service (Knapp, 2000). The intangible factors used in building brand equity include "user imagery", "usage imagery", the type of personality the brand portrays, the feeling that the brand tries to elicit in customers, and the type of relationship it seeks to build with its customers (Keller, 2000).The major channels of communications used widely to position the brands in the minds of consumers are advertising, direct marketing, sales promotion, sponsorships, endorsements, public relations, the

Internet, and integrated brand communications. Successful brands are built through creative repetition of themes in various types of media. The use of emotions in advertising that appeals to the hearts and minds of the people results in an emotional relationship with customers.

A brand is the amalgam of the physical product and the notional images that go with the brand (Parameswaran, 2001). Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category. A link between product class and brand is involved (Aaker, 1991). Image is a product of people's perceptions, that is, the way in which people think about or even imagine something to be (Temporal, 2000). Old brands serve to bind consumers to their pasts and to the communities that shared those brands (Brown et al., 2003). Personal and communal nostalgia are closely intertwined, which evoke not only former epochs but also former selves.

Better advertising is born out of a total understanding of all the variables impacting the brand such as new consumer trends, new competition, or new technological breakthroughs

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(Parameswaran, 2001). According to Upshaw (1995), brand identity hinges on who consumers are as individuals, the environment in which they live, and the signals sent from the brand itself. A brand's messages are received through a series of filters that exist within each consumer's life.

The most successful brands keep up with competitors by creating points of parity in those areas where competitors are trying to find an advantage while at the same time creating points of difference to achieve advantages over competitors in some other areas (Keller, 2000). It is necessary to develop and implement long-term integrated communication strategies demonstrating the brand's value to the target customers. The message should be consistent with the brand value, brand personality and other brand identity dimensions. Strong brand helps the company in positioning and extending its brand and have a greater influence on the customer purchase processes.

Delivering the brand performance

Companies need to continuously track their brands against the effect of competition, especially in the face of aggressive competition. They should track their the progress as to how their brands are doing in the marketplace, and what impact certain market interventions will have on the brand equity.

Progress can be monitored in terms of the level of purchasing, consumption, brand recognition, brand recall, advertising awareness, etc. This approach will enable brand marketers to assess the effect of marketing campaign in influencing the target consumers, which in turn leads to measure the brand strength.

The transaction analysis enables the company to assign brand team members the task of experiencing all the steps a customer might go through to see how the system makes the customer feel (Knapp, 2000). There's nothing that brings people together like stories about the bad service; whether it's a mobile phone that's cut off, a television that's on the blink or a washing machine that's collapsed, getting the situation rectified is every consumer's nightmare (Balakrishnan and Mahanta, 2004). In product-driven companies, service is playing an important role in the brand experience as they view the brand in terms of its entire relationship with their customers. Progressive company cultivates its brand philosophy across functional lines throughout the organization, evaluates all contact points with customers, and streamlines organizational processes to meet customer needs and deliver a consistent brand experience.

A manufacturer's existing brands are potentially vulnerable to successful new brands from competitors. It is, therefore, in the manufacturer's interest to maintain the relative functional excellence of its existing brands. This means continuously upgrading their performance. The best discipline to focus attention on this upgrading is to carry out Regular blind product tests of the manufacturer's brand against its competitors

(Jones, 2000) helps the firm to maintain the relative functional excellence of its existing brands. This approach enables the firm to protect its brands from the impact of the successful new brands of the competitors and gain brand loyalty. Brand loyalty may be viewed as a link in the chain of effects that indirectly connects brand trust and brand affect with the market performance aspects of brand equity (Chaudhuri and Holbrook, 2001).

Brand loyalty is a measure of the attachment that a customer has to a brand and it reflects how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or in product features (Aaker, 1991). Brand loyalty represents a favorable attitude toward a brand resulting in consistent purchase of the brand over time and it is the result of consumers' learning that one brand can satisfy their needs (Assael, 2001). Brand loyalty reflects the commitment of a customer to rebuy the company's products consistently in future. Customer retention can be achieved only through fostering premium loyalty by establishing an emotional as well as a normative attachment between the brand and the consumer (Gaunaris and Stathakopoulos, 2004). Such loyal buyers can contribute to the positive word of mouth communication for the brand.

The companies need to set "operational standards" in all areas affecting day-to-day brand-related activities which can be applied to behaviors, management practices, service provision, customer relationship management, performance achievement, and so on (Klaus and Ludlow, 2002). The specific marketing effects that accrue to a product with its brand name can be either consumer-level constructs such as attitudes, awareness, image, and knowledge, or firm-level outcomes such as price, market share, revenue, or cash flow (Ailawadi et al., 2003). The operational standards reinforce the assurance to target customers that the brand promise will be delivered to them.

Leveraging the brand equity

Keller (2003) defined leveraging process as linking the brand to some other entity that creates a new set of associations from the brand to the entity as well as affect existing brand associations. Companies employ different strategies in leveraging their brands namely through line extensions, brand extensions, ingredient branding and co-branding, etc.

In ingredient branding, key attributes of one brand are incorporated into another brand as ingredient is gaining increasing popularity in markets. The ingredient branding enhances the differentiation of the host brand from competition by characterizing the ingredient attribute in the host brand more specifically (Desai and Keller, 2002). This results in establishing brand alliances among a number of firms; as they link through their products/services or marketing activities.

In brand extensions, the parent brand experience appears to have little impact on long-term repeat purchasing of an extension across a range of cases in which perceived similarity between the parent and extension categories varied considerably (Swaminathan et al., 2001). If the brand extension fails, it can harm brand equity of the parent brand by producing negative reciprocal effects. Further, they stated that parent brand experience has an impact on extension trial but not on repeat purchase. The advertising of brand extensions produces significant reciprocal spillover that favorably affects the choice of parent brand (Subramanian and Ghose, 2003). Advertising spillover effect becomes relevant when a brand name is used on two or more products that are separately advertised.

Figure 1: Conceptual framework
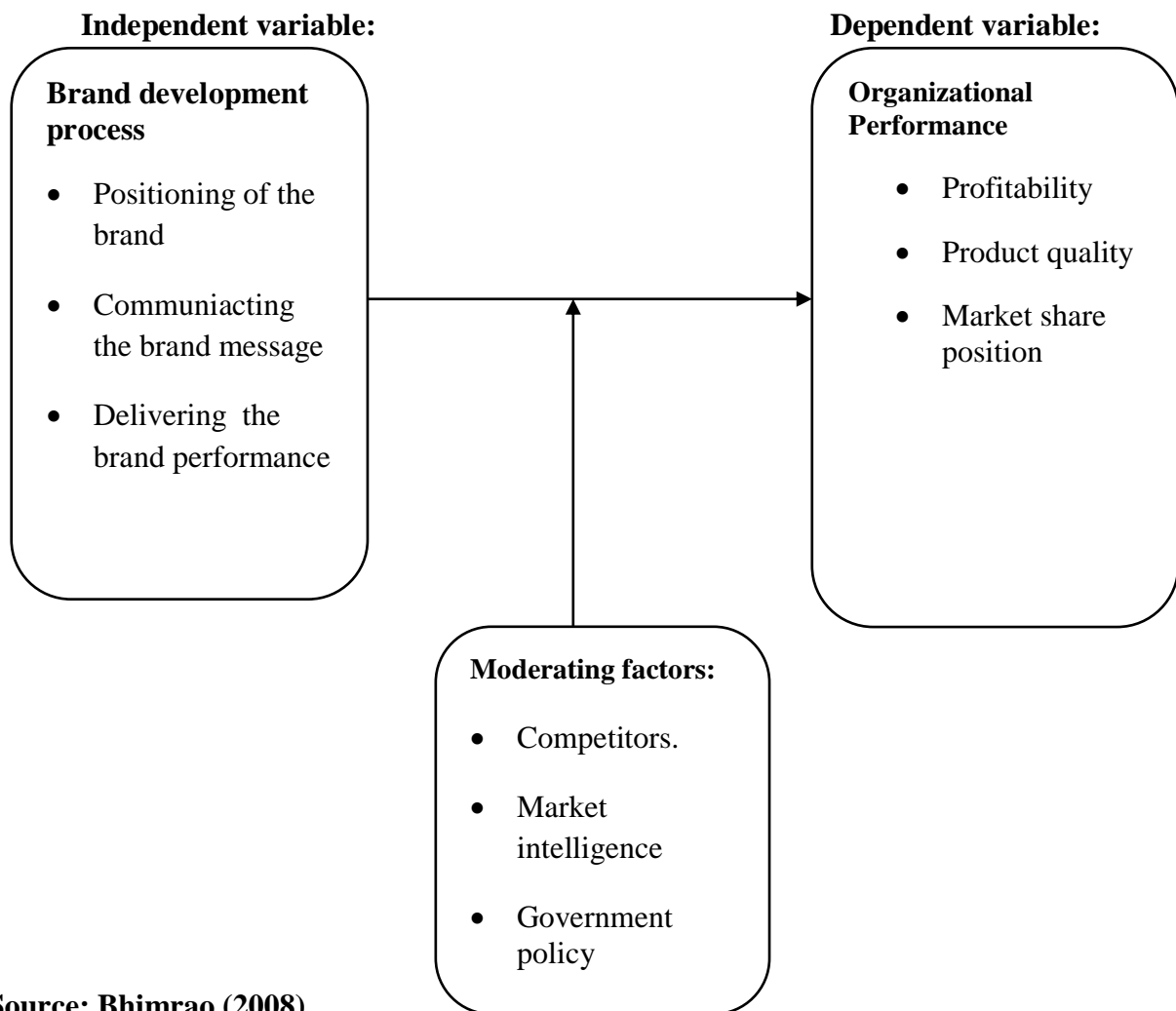
Source: Bhimrao (2008)

This study is based on the conceptual framework (figure 1) which provides the linkage between the Brand development process (independent variable) and Organizational performance (dependent variable) as well as other factors (moderating factors). Among the many dimensions under the moderating factors, the researcher will zero on; the role played by competitors, the influence of the market intelligence on the entire performance, as well as the role played by the government – policy and regulation agencies.

1.9 Definitions of Key Terms
Brand;

According to the American Marketing Association, a brand is a name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. It can be considered as the idea or image people have in mind when thinking about specific products of a company, both in a practical and emotional way.

Branding;

Branding is the process of giving meaning to specific products by creating and shaping a brand in consumers' minds. It is a strategy designed by companies to help people to quickly identify their products and organization, and give them a reason to choose their products over the competition's, by clarifying what this particular brand is and is not. (Kotler & Keller, 2015)

Organizational performance;

Organizational performance is an analysis of a company's performance as compared to goals and objectives. Within a business organization, there are three main dimensions often analyzed; financial performance, market performance and shareholder value performance. However, some organizations can also analyze their production capacity; as a measure of performance. (Business dictionary)

Firm;

The Business Dictionary defines a firm as a commercial organization that operates on a for-profit basis and participates in selling goods or services to consumers. The management of a business firm will typically develop a set of organizational objectives and a strategy for meeting those goals to help employees understand where the company is headed and how it intends to get there.

1.10 Conclusion

In conclusion, the chapter has provided an insight on the background of the study by; clearly stating the problem statement, the purpose of the study, the objectives of the study, the scope that the study will cover, the contributions the study will make, the reasons for carrying out the study and the conceptual framework which identified the independent variable as well as the dependent variable thus; providing ground for the review of the existing literature in regard to the study objectives.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter highlights a theory relevant to the study; its assumptions, limitations and relevance to the study. An overview of the independent variable, the review of literature on the subsequent dimensions, an overview on the dependent variable, the actual literature review on both general and specific objectives and ends with a summary of the literature reviewed.

2.1 Theoretical Framework

2.1.1 Social exchange theory

Social exchange theory is a social psychological and sociological perspective that explains social change and stability as a process of negotiated exchanges between parties. Social exchange theory posits that human relationships are formed by the use of a subjective cost-benefit analysis and the comparison of alternatives. The theory has roots in economics, psychology and sociology. Social exchange theory features many of the main assumptions found in rational choice theory and structuralism. It is also used quite frequently in the business world to imply a two-sided, mutually contingent and rewarding process involving transactions or simply exchange (Ekeh, 1974).

2.1.2 Assumptions of the theory

Social exchange theory is not one theory but a frame of reference within which many theories can speak to another, whether in argument or mutual support (Emerson, 1976). All these theories are built upon several assumptions about human nature and the nature of relationships. Thibaut and Kelley have based their theory on two conceptualizations: one that focuses on the nature of individuals and one that describes the relationships between two people. Thus, Lynn et al (2007) the assumptions they make also fall into these categories.

The assumptions that social exchange theory makes about human nature include the following; Humans seek rewards and avoid punishments, Humans are rational beings and the standards that humans use to evaluate costs and rewards vary over time and from person to person.

Lynn et al (2007) the assumptions social exchange theory makes about the nature of relationships include the following

People who are engaged in interaction are rationally seeking to maximize profits (Could this be a selfish and hedonistic view of human nature?). Thus, Social Exchange (SE) theory is Subjective and Introspective.

Most gratification among humans is located in others. Dyads or small groups are the unit of analysis.

People have access to information about social, economic, and psychological aspects of interaction that allows them to consider alternative, more profitable situations relative to their present condition.

People are rational and calculate the best possible means to compete in rewarding situations. The same is true of punishment avoidance situations. SE is mechanistic to the extent that the individual is not in control of the expectations for his/her behavior. Individual reactions are narrowly defined as acceptable.

2.1.3 Limitations of the theory

The social exchange theory focuses on the selfish nature of mankind. People are not only motivated to maintain relationships out of selfish concerns. It is possible that such principles only apply in individualistic cultures.

Social exchange theory focuses too much on an individual's perspective and ignores the social aspect of relationships, for instance how partners communicate their shared interests in a particular brand.

One of the theory's assumptions is that individuals are innately selfish, ready to terminate relationships where the costs outweigh the benefits. This assumption is not always accurate.

Lastly, this theory places an individual's purchase decision process in a linear structure, whereas it might skip steps or even go backwards; depending on the level of intimacy (Miller, Catherine 2005).

2.1.4 Relevance of the theory

The most extensive application of social exchange has been in the area of interpersonal relationships in areas of brand development and organizational performance.

Social exchange theory materializes in many different situations with the same idea of the exchange of resources. Self-Interest can encourage individuals to make decisions that will benefit themselves overall. Homans once summarized the theory by stating that Social behavior is an exchange of goods, material goods but also non-material ones, such as the symbols of approval or prestige.

Persons that give much to others try to get much from them, and persons that get much from others are under pressure to give much to them. This is very relevant to the brand development process that entails communicating the brand message, delivering the exact brand traits communicated aimed at positioning the brand whereas the customer gets to know about the product being offered by the company and expects to benefit from the brand delivery promise.

2.2 Review of related literature
Overview on Brand development

Grant Marketing, a Boston-USA based B2B brand specialist consult defines brand development as a process looking at uncovering a brand and its essence. It is an extensive endeavor that explores brand delivery and perception across the board. Brand essence captures the heart or soul of a brand; the intention is to create emotional connections between the company's products and services and her customers. A strong brand can conjure up associations, feelings, and emotions that go well beyond what a product or service actually does.

Successful brand messaging delivers a consistent and believable experience for stakeholders, internally and externally, which also requires that internal stakeholders support the brand wholeheartedly. In developing a company brand, it is vital to understand the perceptions of all stakeholders.

Derek Gavey (2013) summarises this process as a sequence of calculated tactics and advises that, for companies to develop their brands, they ought to do some research on what to

brand and their target market, developing a brand definition that clarifies what is being
offered, development of a name, tagline and a logo, followed by protection of the brand by
offering consistent products and services continuously as the final step of the process.

2.2.1   Brand positioning

Positioning is related with creating the perception of a brand in the customer's mind and of achieving differentiation that it stands apart from competitors' brands/offerings and that it meets the consumer's needs/expectations. Brand marketer's major objective should be to create the desired perception in the target consumer's mind.

A brand position is part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates and advantage over competing brands (Aaker, 1996). A well positioned brand has a competitively attractive position supported by strong associations, such as high rating on a desirable attribute like friendly service, or store's offering of home delivery (Aaker, 1991). In an increasingly networked economy, understanding the consumer behavior effects of linking a brand to other entities such as another person, place, thing, or brand is crucial (Keller, 2003a). Marketers must be able to understand how various entities should best be combined, from a consumer brand-knowledge perspective, to create the optimal positioning in the minds of consumers.

2.2.2 Communicating Brand Image

A brand needs to carve a vision of how that brand should be perceived by its target audience. The brand positioning helps in prioritizing the focus of the brand identity and resultant communication themes which enable the company to set forth the communication objectives such as the type of message, brand differentiation to be achieved and themes that appeal to the target customers. Advertising that is creatively executed helps the brand to break the clutter and build strong impact in the target market.

The challenges faced by companies in building brands are: to be noticed, to be remembered, to change perceptions, to reinforce attitudes, and to create deep customer relationships (Aaker and Joachimsthaler, 2000). A differentiated, "ownable" brand image can build an emotional and rational bridge from customers to a company, a product, or a service (Knapp, 2000). The intangible factors used in building brand equity include "user imagery", "usage imagery", the type of personality the brand portrays, the feeling that the brand tries to elicit in customers, and the type of relationship it seeks to build with its customers (Keller, 2000).The major channels of communications used widely to position the brands in the minds of consumers are advertising, direct marketing, sales promotion, sponsorships, endorsements, public

relations, the Internet, and integrated brand communications. Successful brands are built through creative repetition of themes in various types of media. The use of emotions in advertising that appeals to the hearts and minds of the people results into an emotional relationship with customers.

A brand is the amalgam of the physical product and the notional images that go with the brand (Parameswaran, 2001). Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category. A link between product class and brand is involved (Aaker, 1991). Image is a product of people's perceptions, that is, the way in which people think about or even imagine something to be (Temporal, 2000). Old brands serve to bind consumers to their pasts and to the communities that shared those brands (Brown et al., 2003). Personal and communal nostalgia are closely intertwined, which evoke not only former epochs but also former selves.

2.2.3   *Delivering Brand Performance*

Companies need to continuously track their brands against the effect of competition, especially in the face of aggressive competition. They should track their the progress as to how their brands are doing in the marketplace, and what impact certain market interventions will have on the brand equity.

Progress can be monitored in terms of the level of purchasing, consumption, brand recognition, brand recall, advertising awareness, etc. This approach will enable brand marketers to assess the effect of marketing campaign in influencing the target consumers, which in turn leads to measure the brand strength.

The transaction analysis enables the company to assign brand team members the task of experiencing all the steps a customer might go through to see how the system makes the customer feel (Knapp, 2000). There's nothing that brings people together like stories about the bad service; whether it's a mobile phone that's cut off, a television that's on the blink or a washing machine that's collapsed, getting the situation rectified is every consumer's nightmare (Balakrishnan and Mahanta, 2004). In product-driven companies, service is playing an important role in the brand experience as they view the brand in terms of its entire relationship with their customers. Progressive company cultivates its brand philosophy across functional lines throughout the organization, evaluates all contact points with customers, and streamlines organizational processes to meet customer needs and deliver a consistent brand experience.

A manufacturer's existing brands are potentially vulnerable to successful new brands from competitors. It is, therefore, in the manufacturer's interest to maintain the relative functional excellence of its existing brands. This means continuously upgrading their performance. The best discipline to focus attention on this upgrading is to carry out Regular blind product tests of the manufacturer's brand against its competitors (Jones, 2000) help the firm to maintain the relative functional excellence of its existing brands.

2.2.4 Overview on Organisational Performance

Organizational performance is the final achievement of an organization which is measured either in financial and non financial indicators, and contains a few things, such as the existence of certain targets are achieved, has a period of time in achieving the targets and the realization of efficiency and effectiveness (Gibson *et al.,* 2010). On the other hand, organizational performance refers to ability of an enterprise to achieve such objectives as high profit, quality product, large market share, good financial results, and survival at pre-determined time using relevant strategy for action (Koontz and Donnell, 2003). Organizational performance can also be used to view how an enterprise is doing in terms of level of profit, market share and product quality in relation to other enterprises in the same industry. Consequently, it is a reflection of productivity of members of an enterprise measured in terms of revenue, profit, growth, development and expansion of the organization. All types of organization, whether small or big, public or private, for-profit or non-profit, struggle for survival. In order to survive, they need to be successful (effective and efficient). To assure their success, organizations must perform well. Ultimately, performance lies at the heart of any managerial process and organizational construct and is therefore considered as a critical concept in the strategic management field. Organizational performance includes multiple activities that help in establishing the goals of the organization, and monitor the progress towards the target (Johnson *et al.,* 2006). It is used to make adjustments to accomplish goals more efficiently and effectively.

The organizational performance indicators for this study include those explained below;

Profitability

Chapman (2004) defines profitability as the earning performance of a firm and its ability to return a profit on both owner's equity and total assets of a firm. On the other hand (Wood, 1999) defines it as how successfully the business is trading.

It is generally what is left of the revenue a business generates after it pays all expenses directly related to the generation of the revenue, such as producing a product, and other expenses related to the conduct of the business activities.

Product quality

The business dictionary defines product quality as a group of features and characteristics of a saleable good which determine its desirability and which can be controlled by a manufacturer to meet certain basic requirements. Companies that produce goods for sale have a product quality or assurance department that monitors outgoing products for consumer acceptability.

Customer retention

Customer retention is a sum of activities and actions companies and organizations take to reduce the number of customer defections. The goal of customer retention programs is to help companies retain as many customers as possible, often through customer loyalty and brand loyalty initiatives. It begins with the first contact a customer has with a company and continues throughout the entire lifetime of the relationship.

Market share position

Market share represents the percentage of an entire industry or market's total sales that is earned by a particular company over a specified time period.

It is generally calculated by taking the company's sales over the period and dividing it by the total sales of the entire industry serving the market under study over the same period.

Market share increases can allow a company to achieve greater scale in its operations and improve profitability.

2.3   Actual Literature Review

In this section, literature is to be renewed according to the specific objectives as laid down in chapter one of the study

2.3.1 The effect of brand positioning on organizational performance

According to Temporal (2000), the branding focus should be on adding psychological value to products, services, and companies in the form of intangible benefits – the emotional associations, beliefs, values, and feelings that people relate to the brand. By strategically positioning it in the minds of the target audience, the company can build a strong identity or

personality for the brand. Ability to endow a product, service or corporation with an emotional significance over and above its functional value is a substantial source of value creation, hence, the relationship between brand positioning and organizational performance (Sherrington, 2003).

Brand positioning where the promise of value must be relevant to the people or businesses a company wants to have as its customers (Ward et al., 1999). A successful brand aims to develop a high-quality relationship, in which customers feel a sense of commitment and belonging; even to the point almost of passion (Chernatony and McDonald, 1998).The brand preference is the outcome of the emotional needs the customers have. Emotional associations can strongly distinguish the brand in customer's mind in comparison to competitors' offerings. Branding enables the process of transforming functional assets into relationship assets.

Brand positioning, brand equity is tied both to the actual quality of the product or service and to various intangible factors. Those intangibles include "user imagery" (the type of person who uses the brand); "usage imagery" (the type of situations in which the brand is used); the type of personality the brand portrays (sincere, exciting, competent, rugged); the feeling that the brand tries to elicit in customers (purposeful, warm); and the type of relationship it seeks to build with its customers (committed, casual, seasonal). The strongest brands stay on the leading edge in the product arena and tweak their intangibles to fit the times (Keller, 2000).

Upshaw (1995) identified eight alternative positioning tools used by companies as: feature-driven prompts; problem/solution prompts; target-driven positioning; competition-driven positioning; emotional/psychological positioning; benefit driven positioning; aspirational positioning; and value positioning. Brands that are well positioned occupy particular niches in consumers' minds.

Brand positioning sets the direction of marketing activities and programs – what the brand should and should not do with its marketing. Brand positioning involves establishing key brand associations in the minds of customers and other important constituents to differentiate the brand and establish (to the extent possible) competitive superiority (Keller et al. 2002). Besides the obvious issue of selecting tangible product attribute levels (e.g., horsepower in a car), two particularly relevant areas to positioning are the role of brand intangibles and the role of corporate images and reputation.

Brand positioning where brand Intangibles; An important and relatively unique aspect of branding research is the focus on brand intangibles aspects of the brand image that do not involve physical, tangible, or concrete attributes or benefits (see Levy 1999). Brand intangibles are a common means by which marketers differentiate their brands with consumers (Park, Jaworski, and MacInnis 1986) and transcend physical products (Kotler and Keller 2006). Intangibles cover a wide range of different types of brand associations, such as actual or aspirational user imagery; purchase and consumption imagery; and history, heritage, and experiences (Keller 2001). A number of basic research questions exist concerning how brand tangibles and intangibles have their effects.

Brand positioning where to manage brands properly, marketers should have a clear understanding of the equity in their brands – what makes them tick and what they are worth. Two interesting sub-areas of this topic are the measurement and valuation of brand equity at different levels – customer, product market, and financial market – and the relationship of customer equity to brand equity. In recognition of the value of brands as intangible assets, increased emphasis has been placed on understanding how to build, measure, and manage brand equity (Kapferer 2005; Keller 1993, 2003). There are three principal and distinct perspectives that have been taken by academics to study brand equity.

Brand positioning where the Customer-based where from the customer's point of view, brand equity is part of the attraction to – or repulsion from – a particular product from a particular company generated by the "non-objective" part of the product offering, i.e., not by the product attributes per se. While initially a brand may be synonymous with the product it makes, over time, through advertising, usage experience, and other activities and influences, it can develop a series of attachments and associations that exist over and beyond the objective product. Importantly, brand equity can be built on attributes that have no inherent value (Broniarczyk and Gershoff 2003; Brown and Carpenter 2000), although Meyvis and Janiszewski (2002) show irrelevant information can be counterproductive in consumer decision-making.

Brand positioning where the Company-based where from the company's point of view, a strong brand serves many purposes, including making advertising and promotion more effective, helping secure distribution, insulating a product from competition, and facilitating growth and expansion into other product categories (Hoeffler and Keller 2003). Brand equity from the company perspective is therefore the additional value (i.e., discounted cash flow)

that accrues to a firm because of the presence of the brand name that would not accrue to an equivalent unbranded product. In economic terms, brand equity can be seen as the degree of "market inefficiency" that the firm is able to capture with its brands.

Brand positioning where Financial-based from a financial market's point of view, brands are assets that, like plant and equipment, can, and frequently are, bought and sold. The financial worth of a brand is therefore the price it brings or could bring in the financial market.

Presumably this price reflects expectations about the discounted value of future cash flows. In the absence of a market transaction, it can be estimated, albeit with great difficulty (Ambler and Barwise 1998), from the cost needed to establish a brand with equivalent strength or as a residual in the model of the value of a firm's assets (Simon and Sullivan 1993).

Brand positioning, where customers value a brand – thus its equity–is ultimately derived from the words and actions of consumers. Consumers decide with their purchases, based on whatever factors they deem important, which brands have more equity than others (Villas-Boas 2004).

Although the details of different approaches to measuring brand equity differ, they tend to share a common core: All typically either implicitly or explicitly focus on brand knowledge structures in the minds of consumers individuals or organizations as the source or foundation of brand equity.

To capture differences in brand knowledge structures, a number of hierarchy of effects models have been put forth by consumer researchers through the years (for example, AIDA, for Awareness-Interest-Desire-Action).

Brand positioning where a market position reflects how consumers perceive the product's or organization's performance on specific attributes relative to that of the competitors (Kotler, 1994). Positioning is a competitive marketing tool that goes beyond image making. It is an attempt to distinguish an organization from its competitors, in order to be the most preferred firm for a certain market segment. It is establishing and maintaining a distinctive place and image in the market for product offerings so that the target market understands and appreciates what the organization stands for in relation to its competitors (Ries and Trout, 1986). A firm that positions itself favorably within a particular marketplace, relative to competitors, can earn high profits irrespective of average profitability within the market. Competition and profitability pressures mean that firms must be increasingly responsive to market considerations in terms of their positions.

Brand identity is a unique set of brand associations implying a promise to customers and includes a core and extended identity. Core identity is the central, timeless essence of the brand that remains constant as the brand moves to new markets and new products. Core identity broadly focuses on product attributes, service, user profile, store ambience and product performance. Extended identity is woven around brand identity elements organized into cohesive and meaningful groups that provide brand texture and completeness, and focuses on brand personality, relationship, and strong symbol association.

Brand positioning involves a brand identity needs to resonate with customers, differentiate the brand from competitors, and represent what the organization can and will do over time (Aaker and Joachimsthaler, 2000). To excel, a brand image must be well planned, nurtured, supported, and vigilantly guarded (Knapp, 2000). One key to successful brand-building is to understand how to develop a brand identity to know what the brand stands for and to effectively express that identity (Aaker, 1996). A brand is a distinctive identity that differentiates a relevant, enduring, and credible promise of value associated with a product, service, or organization and indicates the source of that promise (Ward et al., 1999).

Companies that present a cohesive, distinctive, and relevant brand identity can create a preference in the marketplace through brand positioning, add value to their products and services, and may command a price premium (Schmitt and Simonson, 1997). When brand faces aggressive competition in marketplace, brand personality and reputation of the brand help it distinguish from competing offerings. This can result in gaining customer loyalty and achieve growth. A strong brand identity that is well understood and experienced by the customers helps in developing trust which, in turn, results in differentiating the brand from competition. A company needs to establish a clear and consistent brand identity by linking brand attributes with the way they are communicated which can be easily understood by the customers.

Many authors have reported the increasing importance of product branding and sales promotion in enhancing organizational growth and business performance. The resultant effect of this is that several products are being differentiated, and some services are identified by brand names, strengthening the argument that branding has become a major force in product strategy. Branding has become a strong product issue, meaning that hardly anything goes unbranded. Kotler (2004) put forward that a brand is a name, term, sign, symbol, or design or a combination of these, intended to identify the goods or services of one seller or group of

sellers and to differentiate them from those of competitors (Kotler, 2004; Kotler and Armstrong, 2004).

Simply put, brands reflect reputation and advertising, it is often used to create and reinforce this image and reputation, as competition intensifies more and more products are perceived as commodities, sold essentially on price tag, when this happens, differentiation and branding seems increasingly significant. A company's brand is also very essential because product needs to clear brand identification.

Brand positioning leads to Brand commitment reflects the degree to which a brand is firmly entrenched as the only acceptable choice within such a product class (Warrington and Shim, 2000). Brand commitment can be viewed as "an enduring desire to maintain a valued relationship" with the brand (Moorman et al., 1992).

Brand positioning leads Brand commitment develops over time (Keller, 2003). Consumers having strong levels of commitment, who have nurtured strong relationships with their brand, tend to see strong connections between themselves and the brand (Escalas and Bettman, 2003) and consider the brands to be an integral part of their lives (Fournier, 1998). Consequently, brand commitment strongly affects customer repurchase intention for a brand (Fullerton, 2005).

2.3.2 *The effect of communicating the brand message on organizational performance*

Communicating the brand message means better advertising is born out of a total understanding of all the variables impacting the brand such as new consumer trends, new competition, or new technological breakthroughs (Parameswaran, 2001). According to Upshaw (1995), brand identity hinges on who consumers are as individuals, the environment in which they live, and the signals sent from the brand itself. A brand's messages are received through a series of filters that exist within each consumer's life.

The most successful brands keep up with competitors by creating points of parity in those areas where competitors are trying to find an advantage while at the same time creating points of difference to achieve advantages over competitors in some other areas (Keller, 2000). It is necessary to develop and implement long-term integrated communication strategies demonstrating the brand's value to the target customers. The message should be consistent with the brand value, brand personality and other brand identity dimensions. Strong brand helps the company in positioning and extending its brand and have a greater

influence on the customer purchase processes thus effect of delivering brand message on organizational performance.

Communicating brand message or advertising is any paid form of non personal presentation and promotion of ideas, goods, or services by an identified sponsor (Kotler and Armstrong, 2010). There are various forms of Communicating brand message or advertising like informative advertising, persuasive advertising, comparison advertising, and reminder advertising. Informative advertising is used to inform consumers about a new product, service or future or build primary demand. It describes available products and services, corrects false impressions and builds the image of the company, (Kotler, 2010).Advertising can be done through print media which includes news papers ,magazines ,brochures ,Audio media for example Radio, and visual media which includes billboards, and television (Kotler and Armstrong 2010).

Dunn et al. (2008) viewed advertising or Communicating brand message from its functional perspectives, hence they define it as a paid, non-personal communication through various media by business firms, non-profit organization, and individuals who are in some way identified in the advertising message and who hope to inform or persuade members of a particular audience. Advertising is the non-personal communication of marketing-related information in a target audience, usually paid for by in order to reach the specific objectives of the sponsor. Advertising is a message paid for by an identified sponsor and delivered through some medium of mass communication. Etzel et al. (2007) noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision, the relevance of advertising as a promotional strategy, therefore, depends on its ability to influence consumer not only to purchase but to continue to repurchase and eventually develop-brand loyalty, hence, effect of communicating brand message on organizational performance.

Magid and Cox (2006) considered brand image which part of the things communicated in the brand message as a set of assets and liabilities linked with brand name and sign that the assets and liabilities increased or reduced the value by the enterprise providing products or services for customers. Brand image included the customer responses to the brand name, sign or impression, and also represented the symbol of the product quality. Porter and Claycomb (1997) measured brand image from two dimensions, namely the symbol and the function. With adjectives to measure the two dimensions, the measuring items mainly focused on the

utility of the brand regarding the function, while words like symbolic, reputable, status symbol, and identifiable were contained in terms of symbolic image.

Aaker (1991) and Rory (2000) pointed out that, with the construction of good brand image, customers were likely to increase the satisfaction of usage, and would like to recommend to others which is part of communicating brand message on organizational performance. Gensch (1978) considered brand image as having more influence on the purchase intention and the satisfaction of customers while the product attribute was not easily defined.

In addition, Shimp (2003:6) claims that "a marketer who succeeds in the new environment will be the one who coordinates the communication mix so tightly that you can look from (advertising) medium to medium, from programme event to programme event and instantly see that the brand is speaking with one voice". Shimp's assertion endorses the view that IMC is important to ensure both message consistency and maximum communication impact. Moreover, as Gurău (2008:171) suggests, IMC "provides an opportunity for organisations to enhance the relationship of their brands with customers and other stakeholders".

Brand investments strengthen the credibility of a brand signal by impelling the firms to be honest in their product claims and to deliver the promised product as part of communicating brand message on organizational performance. Brands with greater marketing-mix consistency and greater brand investments have been proven to convey higher levels of credibility (Erdem and Swait, 1998).

According to Ozasomer and Altaras (2008),communicating the global brand credibility depends on the firms' willingness and ability to deliver what they promise on a global scale; marketing-mix consistency and greater brand investments have been proven to convey higher levels of brand credibility. Brand investments, on the other hand, are resources that firms spend on brands to assure consumers that brand promises will be met and demonstrate longer-term commitment to brands (Klein and Leffler, 1981). Consequently, brand investment would help a business to build a highly credible brand thus organizational performance.

Communicating Brand message entails Brand investment which is aimed at helping to improve the loyalty to the brand, strengthening the brand's identity, and increasing the perceived value of the brand, which, in turn, will help to increase the extendibility potential of the brand (Davis, 2002). When business invests heavily in a brand, consumers would have a great deal of opportunity to gather information about it. For example, if a business spent

more money on advertisement, consumers may get more messages about the brand. Consequently, brand investment could facilitate the consumers' perceived brand awareness.

Communicating brand message or Advertising is intended to achieve higher order communication effects in audiences opposed to the advocated position (Nelson et al., 1985). Factors such as high advertising costs and the increasing competition for shelf space, has become more difficult to succeed with new products (Aaker, 1991, 1996). One of the ultimate aims of advertising is to persuade consumers to buy certain brands over others. A classical conditioning explanation provided the theoretical rationale for the transference of effect from the ad to the brand (Shimp,1981). To achieve this goal, many advertisers utilize advertisements with a clear conclusion (Beardi, 2001;Halliday, 2001).

Communicating the brand message or Advertising would continue to be influential, if advertising were also provided for the non focal brands (Sirdeshmukh, 1992). Shahram and Seyyed (2012) cited in Kamins et al. (1991) found that subjects viewing a happy commercial brand evaluated it more positively on various measures of advertising effectiveness in the context of program content designed and observed to induce a happy mood.

Communicating brand message involves positive advertising effects are found if the message style of the ads is in contrast with the nature of the context (Meyers et al., 1997). When companies form partnerships with a celebrity through an endorser association, they must be prepared to deal with the risks. In some cases, the decision is clear from the nature of the negative event (Louie and Carl, 2002).

As an indication of the increasing popularity of Internet advertising, overall Web advertising revenue in the United States has grown consecutively for the past eighteen quarters with revenues for the first half of 2000 reaching $ 4.1 billion U.S. as a way of communicating brand message (Cyber, 2000). The function of generating attention in advertising is to increase exposure and then allow the message to influence brand awareness and ultimately consumer decision-making (Shahram and Seyyed 2012 cited in Rossiter and Percy, 1997). Attracting attention alone is usually insufficient to stimulate consumer action, as much that is noted, is subsequently discarded by consumers before further processing can occur. Advertising can be viewed as a variable field created by the merged interests of communication and marketing. Variable fields grow or fade based on changing interests and concerns in society. A variable field begins when a group of scholars develop a common

interest in a phenomenon and begin to systematically investigate it (Shahram and Seyyed 2012 cited in Paisley, 1972).

Brand marketers must bond with consumers by staging holistic brand experiences through communicating the brand message (e.g., Schmitt 1999; Pine and Gilmore, 1999). The marketing activities associated with the brand, effects the consumers "mind-set" with respect to the brand-what they know and feel about the brand. The customer mind-set is everything that exist in the minds of customers with respect to a brand; thoughts, feelings, experiences, images, perceptions, beliefs, attitudes and so on, that is, brand equity as defined by Ambler (2000). When consumers search for, shop for, and consume brands, they are exposed to utilitarian product attributes.

These brand-related stimuli appear as part of a brand's design and identity (e.g., name, logo, signage), packaging, and marketing communications (e.g., advertisements, brochures, Web sites) and in environments in which the brand is marketed or sold (e.g., stores, events). These brand-related stimuli constitute the major source of subjective, internal consumer responses, which is referred as "brand experience" (Brakus et al., 2009). Thus, brand experience is conceptualized as subjective, internal consumer responses (sensations feelings, and cognitions) and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications and environments.

Brand experience can be positive or negative, short-lived, or long-lasting. Moreover, brand experience can positively affect consumer satisfaction, trust and commitment (Zarantenello and Schmitt, 2000). The process by which an individual attributes a trust image to the brand is based on his/her experience with that brand. Therefore as an experience attribute it will be influenced by the consumer's evaluation of any direct (e.g. trial, usage, satisfaction in the consumption) and indirect contact (advertising, word of mouth, brand reputation) with the brand (Ballester and Aleman, 2001).

Commitment is frequently defined as a desire to maintain a relationship (Afsar et al., 2010). We use the term "commitment" to refer to consumers' ultimate relationship disposition, encompassing beliefs, attitudes, and behaviors toward the brand and their relationship with that brand. Commitment is a fundamental and powerful concept that can only be fully understood and applied if decomposed into its major dimensions. We propose that commitment derives from a combination of personal and functional characteristics of developing consumer-brand relationships (Warrington, 2000).

Communicating brand message where Brands are very important in the performance transaction and transaction is one of the more attractive discussions of the global business. It achieves high attentions in marketing literature (Han and Sung, 2008). Creating a strong brand in the market is one of the companies' main goals because it can provide benefits for them, including less vulnerability to competitive marketing actions, larger margins, and greater brand extension opportunities (Delgado-Ballester and Munuera-Aleman, 2005; van Riel et al., 2005).

Brands provide the basis upon which consumers can identify and bond with a product or service or a group of products or services (Ghodeswar, 2008). Both researchers and practitioners suggest brand personality is an important concept that helps differentiate a brand in a product category, enhances consumer's preference and loyalty to a brand, and creates brand equity (Florence et al., 2009). It must be mentioned that, brand value is regarded as an important concept in business practice as well as in academic research because marketers can gain competitive advantages through strong brands (Chunling et al., 2008).

2.3.3 The effect of delivering brand performance on organizational performance

Rajendra and Gregory (2010) Delivery of strong brands does not take place in a vacuum. Brand partners need to be aligned to deliver on the brand promise. And brands need to be aligned with pulses in the market. The buying cycles for certain industries, like skiing, is drastic and in other industries there may be not seasonal factors but rather artificial timing elements like tradeshows, or complimentary product release cycles thus delivering brand performance that contributes to performance of an Organisation.

Rajendra and Gregory (2010) for internal branding the company must align its people, resources and operations the most important asset for a company is its employees, who need to be fully engaged to deliver on the brand promise. The company culture is the leader of the brand as it guides decisions for the staff. Appointing brand ambassadors to lead the company culture is a way of institutionalizing the brand throughout the organization. And the engagement of the people needs to be tracked to ensure the delivery of the brand matches the internal partners. This can be accomplished with focusing on best practices in measuring brand engagement, hence, delivering brand performance which leads to performance of an organisation.

Further delivering brand performance entails optimal internal alignment of resource the brand visionaries need engender attention to the price/value ratio of their offers across the portfolio

and over time. Consistency in value delivered helps brand providers understand the value targets and helps the customers understand the brand positioning. The best companies explore the most effective ways to build a brand that balances both to current sources of revenue and to future value.

Companies need to pay attention to aligning strategy and execution as a way of delivering brand performance. There are different needs for structuring around radical versus incremental innovation so companies need to pay attention to their structures to make things work. Imitation is the highest form of flattery, however if one element is in misalignment it can throw out the entire value proposition thus contributing to organisation performance.

Companies need to align their external promises to their internal operations to a high level of detail in regards to brand delivery. Activity mapping can help understand if your strategy is different and how to make it different. Companies consistently need to revisit their activity maps as they need to realign across the product life cycle from innovation to efficiency thus contributing to organisation performance.

Upgrading is to carry out Regular blind product tests of the manufacturer's brand against its competitors (Jones, 2000) helps the firm to maintain the relative functional excellence of its existing brands. This approach enables the firm to protect its brands from the impact of the successful new brands of the competitors and gain brand loyalty which part of delivering brand performance. Brand loyalty may be viewed as a link in the chain of effects that indirectly connects brand trust and brand affect with the market performance aspects of brand equity hence organizational performance (Chaudhuri and Holbrook, 2001).

Delivering Brand performance involves Brand loyalty which is a measure of the attachment that a customer has to a brand and it reflects how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or in product features (Aaker, 1991). Brand loyalty represents a favorable attitude toward a brand resulting in consistent purchase of the brand over time and it is the result of consumers' learning that one brand can satisfy their needs, hence, organizational performance (Assael, 2001).

Delivering brand performance further indicates that Brand loyalty reflects the commitment of a customer to re-buy the company's products consistently in future. Customer retention can be achieved only through fostering premium loyalty by establishing an emotional as well as a

normative attachment between the brand and the consumer (Gaunaris and Stathakopoulos, 2004). Such loyal buyers can contribute to the positive word of- mouth communication for the brand.

In view of delivering brand performance, the companies need to set "operational standards" in all areas affecting day-to-day brand-related activities which can be applied to behaviors, management practices, service provision, customer relationship management, performance achievement, and so on (Klaus and Ludlow, 2002). The specific marketing effects that accrue to a product with its brand name can be either consumer-level constructs such as attitudes, awareness, image, and knowledge, or firm-level outcomes such as price, market share, revenue, or cash flow (Ailawadi et al., 2003). The operational standards reinforce the assurance to target customers that the brand promise will be delivered to them.
Delivering brand performance leads to an increase in brand awareness, brand preferences, brand recall, projecting the company's image and above all goodwill, can lead to increased sales, and consequently increase organizational value, indicating that sponsorship contributes positively to marketing communication performance

Delivering brand performance lead results in engaging in such an innovative communication activity helps in increasing brand awareness, brand preferences, brand recall, projecting the company's image and above all goodwill. These activities can lead to sales increase and consequently increase organizational value. Fan Milk Limited Ghana recently donated a number of litter bins and footballs to a few first and second cycle schools at Techiman in the Brong-Ahafo region.
Brand performance by constantly looking at sponsorship as an investment opportunity, where there is a viable pay back in the form of brand recognition and brand value. Rather using the word investment automatically implies that value will be returned to the investor. Secondly, access to means having the ability to capitalize on your association with that particular offering (event, sports, festival, etc). Lastly, "exploitable" which means "to take the greatest advantage of" the relationship. In other words, allowing sponsors to make the greatest use of their investment and capitalize on their relationship (Allen, 2010).

In a similar work, (Witcher et al., 1991) surveyed 140, large commercial companies" and found the main objectives cited were the promotion of corporate image, television, radio, and press exposure and the promotion of brand awareness. While these types of studies have

merit, they do not go far enough in enhancing our understanding of the strategic nature of sponsorship.

According to Amoako et al (2012), delivering brand performance has become an integral part of brand strategy that requires extensive brand development activities within the firm before beginning any external brand communications efforts. Regarding academics, (Vargo and Lusch, 2004) argued in a recent paper that marketing is evolving toward a dynamic and evolutionary process one that is based on a service-centered view. In keeping with this evolution, Vargo and Lusch (2004) suggest that (1) IMC should replace diverse, limited-focus promotional tools, and (2) brand management should be used for initiating and maintaining a continuing dialogue with the customers and for enhancing relationships, hence, organizational performance.

Kitchen and Schultz (2003), emphasize that "strategically oriented integrated brand communications can help businesses move forward in the highly competitive world of the 21st century". For Schultz (1998), brands are central to this integrated marketing communication.

Amoako et al (2012) cited in Keller (1993) points out that customer-based brand equity emanates from the consumer's familiarity and strong, favorable associations with the brand as part of delivering performance. For Keller (1993), "marketing communications represent the voice of a brand and the means by which companies can establish a dialogue with consumers concerning their product offerings" That is, marketing communication may provide the means for developing strong, customer-based brand equity (Keller, 2003).

Fahy et al. (2004) noted that the emerging strategic view of sponsorship is seen as a potential source of competitive advantage, and their paper concludes that conceptual arguments should be further developed, especially in the area of international marketing.

It also demonstrates the breadth of the resource mix that underpins successful sponsorship and delineates the nature of the relationship between sponsorship-related resources and superior performance in the market place. They claim that it is important and significant to develop contributions towards "understanding the mechanics of sponsorship management and that this should be further developed and tested empirically in future research" (Fahy et al., 2004).

Long-term relationships with consumers create long lasting success for the companies and their brands which show brand performance. For long lasting benefits and greater returns,

companies continuously try to satisfy their consumers in order to retain them and their repurchase intentions. Future repurchase intentions of consumers are outcomes of various organizational efforts (Isfaq et al., 2010).

Relationship quality is composed of trust, commitment and satisfaction in terms of the consumers that comes as a result of delivering brand performance (Pi and Huang, 2011). Hibbard et al. (2001) believe that relationship quality is a high level concept, composed of trust and commitment, which are the first level. This study will use satisfaction, trust, and commitment as the indicators of relationship quality.

Brand satisfaction, trust and commitment as a brand relationship quality play important role in the relationship between consumer and brand. Brand relationship quality can be defined as the degree to which the consumer views the brand as satisfactory partner in an ongoing relationship; it is the consumer's overall assessment of the strength of his or her relationship with the brand (Algesheimer et al., 2005). Blackston (1992) compared brand relationships to interpersonal relationships and established a new research direction by pointing out intimate, permanent, stable relationships can form from interaction between a brand and its consumers.

It is very important for customers to have brand experiences in marketing practice as a way of delivering brand performance. These brand experiences affect consumer-brand relationship quality positively. Schmitt (1999) defined experience as individual feedback event occurring in some stimulation (that is, marketing efforts before and after purchasing), and experience involved the complete nature of life. Experience includes the whole living element, and usually is caused by directly observing or participating in events, no matter if the events were real, dream-like or virtual which shows organizational performance.

Delivering brand performance entails experience usually is not unprompted but induced (Schmitt, 1999). Experience promotes better memory because information is more vivid and concrete and because experience requires more elaborative internal rehearsal and self-generation. Information learned from experience is likely to have a greater directive influence on behavior (Hoch and Deighton, 1989).

Brand experience is conceptualized as sensations, feelings, cognitions, and behavioral responses evoked by brand-related stimuli that are part of a brand's design and identity, packaging, communications, and environments (Brakus et al., 2009). According to Alloza (2008), brand experience can be defined as the perception of the consumers, at every moment

of contact they have with the brand, whether it is in the brand images projected in advertising, during the first personal contact, or the level of quality concerning the personal treatment they receive. Brand experience is created when customers use the brand; talk to others about the brand; seek out brand information, promotions, and events, and so on (Ambler et al., 2002).

2.4 Summary of Literature Review

Brand development process entails brand positioning, communicating brand messages and delivering brand performance which are necessary for fostering organizational performance as explained above, in literature.

CHAPTER THREE

METHODOLOGY

3.0 Introduction

This chapter entails research design of the study, the study population, size of the sample and the criteria for sample selection. Data collection methods and instruments, data analysis and research procedure are also mentioned in this chapter.

3.1 Research design

The study was guided by a quantitative and qualitative research approach, which provided a frame work for prioritizing, gathering and incorporating information. The techniques of qualitative methods that were used include in-depth interviews and questionnaires. A descriptive survey design was applied because it enabled the researcher to capture the gist of the respondents' views in their own words while the quantitative approach was used to gauge the market share position, profitability, customer retention levels, among others.

The techniques enabled collection of qualitative data reflecting the communities' experiences, views and attitudes on the process of brand development and the effect it has on performance in the manufacturing, service and trading firms. This method has been selected for use because of its ability to generate insights that contributed a lot in the assessment of the topic of study.

3.2 Area of the study

This study was conducted at SCOUL. Sugar Corporation of Uganda Ltd is a Ugandan agro-processing company engaged in the farming, processing of cane and marketing of sugar; located in the central region, Buikwe district, Lugazi municipality. Started humbly in 1924 as a pioneer firm in the sugar manufacturing in the East and Central African region, today the firm has various estates, functional departments, an approximated annual production of 100,000 metric tons, a well designed system of distribution and an extension of her sales function in Kampala through a fully fledged depot located at 6th street industrial area and with an estimated number over 2000 full time employees. The study therefore involved various departments as well as other players in the distribution chain.

3.3 Study Population

The study was conducted on a population of 100 staff working in Finance, Audit and Sales and Marketing departments (SCOUL Staff Analysis Report, 2016). The researcher believed that this category comprised of people knowledgeable enough about the area of study to avail the necessary data.

3.4 Sample size determination and selection

The researcher used purposive and random sampling. For senior managers in Finance and Audit; purposive was used while simple random sampling (srs) was used for the Sales and Marketing. The primary sampling unit was SCOUL. To determine the sample size, Krejcie and Morgan (1970) sample size determination table was used. Thus the total number of respondents sampled 80 respondents; where 16 were from Finance, 24 from Audit and 40 from Sales and Marketing. On this basis therefore, the sample selection was as follows:

3.4.1 Table showing sample size

Place	Key informants	Population (N)	Sample (S)	Sampling Technique
SCOUL	Sales and Marketing	50	40	Simple random sampling technique
SCOUL	Finance	20	16	Purpose sampling technique
SCOUL	Audit	30	24	Purpose sampling technique
Total		**100**	**80**	

Source; (SCOUL, 2016)

3.5 Data collection sources

The study was guided by a qualitative research approach that provided a framework for prioritizing, gathering and incorporating information. The techniques of qualitative methods that were used included: in-depth interviews and standard questionnaires. It also enabled collection of qualitative data reflecting the communities' experiences, views and attitudes on the effect of brand development to an organization.

3.5.1 Secondary sources of data

Secondary data was reviewed and the related literature was studied before going to the field. The raw data that was obtained through primary methods was supplemented by data from documentary sources including; published books, research and project reports, journals, magazines, as well as newspapers.

3.6 Data collection tools / instruments

3.6.1 Questionnaire

Structured questionnaires containing both open and closed end questions were administered to respondents. The questionnaires were designed in a way that enabled respondents to give information that answers the three objectives of the study.

3.6.2 Interview method

Also, an interview guide was designed to help the researcher obtain data from the SCOUL senior Manager and other top executives.

3.6.3 Secondary sources of data

Secondary data reviewed the related literature studied before going to the field. The raw data that was obtained through primary methods was supplemented by data from documentary sources included; published books, research and project reports, journals, magazines, as well as newspapers.

3.6.4 Measurement of Variables

Measurement is defined by Amin (2005), as the process of transforming abstractly conceived concepts into numerical qualities. The researcher used the five point Likert scale. The Likert scale comprised of 5 codes namely; (5=strongly agree,4=agree,3 =uncertain,2=disagree and 1 =strongly disagree. The independent variable was measured using the following constructs: brand positioning, communicating the brand message and delivering the brand performance. While the dependent variable organizational performance was measured using the following parameters; profitability, product quality and market share position.

3.7 Quality Control Methods

To ensure that items in the instrument are reliable and valid, the instruments were subjected to validity and reliability tests as explained below:

3.7.1 Validity

To establish validity, the instruments were given to two experts (supervisors) to evaluate the relevance of each item in the instrument to the objectives and rate each item on the scale of: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree.

Validity was determined by using Content Validity Index (C.V.I).C.V.I = Total items rated correct divided by the total number of items in the questionnaire.

44/48=0.917

Kathuri & Pal (1993) argue that items with validity coefficients of at least 0.70 are accepted as valid and reliable in research.

3.7.2 Reliability

During the data collection exercise, the researcher ensured that the data recorded from interviews reflected the actual facts, responses, observations and events. The researcher also took multiple measurements; observations, samples and checked the truth of the record with an expert/ lecturer to verify response consistency and customize questions so that only appropriate questions were asked. The experts (supervisors) also helped to confirm that responses against previous questions were appropriate and detected questions likely to elicit inadmissible responses. A pretest of the instrument in a time lapse of 2 weeks was carried out to establish consistence in responses.

According to Amin (2005), test-retest reliability can be used to measure the extent to which the instrument can produce consistent scores when the same group of individuals is repeatedly measured under same conditions. The results from the pretest were be used to modify the items in the instruments.

Table 3.7.2 Cronbach Alpha Value for reliability of the study tools

Variables	Cronbach's Alpha
Brand Positioning	0.800
Communicating Brand message	0.756
Delivering brand performance	0.739
Profitability	0.759
Product quality	0.782
Market share position	0.821

Source: Primary Data (2017)

Table 3.7.2 above shows that all the dimensions of the independent variable as well as dependent variable gave Cronbach's alpha values above 0.6 when reliability test was conducted. This implied the tools used in the study were reliable for data collection as asserted by (Sekaran 2003).

3.8 Data processing, Analysis, and presentation

3.8.1 Data processing

Quantitative data was captured in excel database and then imported into SPSS whereas with qualitative data, quotation of key statements from the respondents were adopted. Qualitative data such as gender, economic class, education levels, were first coded by assigning a number on each answer on the questionnaire with a corresponding number on the code sheet.

3.8.2   Data analysis

Data analysis was made to summarize the collected data as well as answering the questions that triggered this research. Investigating assumptions listed in the hypothesis were taken care of in data analysis to meet the requirement of this study. Charts and tables were used to present data findings.

Quantitative data was summarized in terms of mean, correlation, fitting of a model as well as graphs whereas qualitative data was analyzed after coding it like quantitative data. Also, considerations were given to accurate quotation of information given by key informants (SCOUL senior Managers and executives) as well as their relevant remarks.

Then the coded Questionnaires were constructed on the computer using excel for analysis to summarize the data and prepare it for analysis. Statistical package for social scientists (spss) and excels were used to analyze the relationship between brand development process and the performance of the firm. Descriptive analysis was applied to analyze the data.

3.9 Limitations of the Study

Time available for the research might not be enough. The researcher has many other obligations to attend to.

Also the researcher may experience a problem of delays in submitting back the answered questionnaires by respondents. This is due to the busy schedules of the respondents, since almost all of them would be involved in business chores or besides their personal operating plans some respondents may fail to understand the purpose of the study clearly and give wrong answers. They may also think that the information given will affect their future in their employment and business dealings.

Finances might be inadequate, and this may strain the researcher. The ever-increasing transport cost will be a big pain for example.

Some respondents may give false information in order to please the researcher and this undermines the reliability of the research findings.

Some respondents from SCOUL or business wing may fail to disclose some information as they could take such information to be secrets of their respective institution. However, the researcher carefully and tactfully interacted with respondents and managed to get the required data for the study.

3.10 Solutions to the limitations

The researcher ensured that the time available will efficiently be used according to the laid out schedule

However, the researcher applied his business relationship management skills to ensure respondents pay the required attention to complete the task timely and guarantee their confidentiality.

As a self-funding student, the researcher allocated more finances from his personal savings by halting other expenditure areas to ensure the allocation to completing this research project was commensurably sufficient.

To ensure objective responses from the respondents, the researcher ensured that a thorough explanation for the purpose of the study was made. To win the cooperation of the operational and supervisory respondents, the researcher established a cordial relationship with the department heads so as to get the commitment and confidence of respondents more objectively.

3.11 Conclusion

This chapter discussed methods that were used in undertaking the research. It clearly indicated the research design, population, sample size and sampling techniques, data collection, analysis and presentation methods, validation and reliability of the methods that were applied to establish the relationship between band development process and organizational performance. Furthermore it indicated ethical considerations, and the limitations that were faced by the researcher in accomplishing the study and how he overcame them to improve the quality of the study

CHAPTER FOUR

DATA PRESENTATION, ANALYSIS AND DISCUSSION

4.0 INTRODUCTION

The study examined the effect of brand development process on the performance of manufacturing organizations; with a case study of Sugar Corporation of Uganda Ltd. The presentation was guided by the following research objectives; to establish the effect of brand positioning on organizational performance, to establish effect of communicating the brand message on organizational performance and to examine the effect of delivering brand performance on organization performance

The study presents descriptive results from the questionnaire in form of frequencies, percentages means, correlations and regressions. The chapter also presents the response rate, which shows the actual number of respondents that actually participated in the study. The study also presents the background information of respondents which shows the common demographic characteristics of respondents that participated in the study.

4.1 Response Rate

The study sample size was 80 and the response rate was 80 respondents, representing a response rate of 100% in questionnaires which was used as the main tool of data collection. This response rate was well above the recommended 60% response rate as per Guttmacher Institute, (2006) which asserts that for a study to be considered with satisfactory results it should have a response rate of above 60% in the overall study. Therefore, the study results can be relied upon for academic and non academic purposes by readers and users.

4.2 Background Information of Respondents

In the study, background information of respondents was established. The study looked at the gender of respondents as this helped to establish the majority sex of respondents that participated in the study, the level of education helped to establish whether respondents would understand the variables upon which questions were based and give relevant feedback useful to the study, the number of years worked gave an overview on group category that had stayed in the company and would know how brand development process had influenced the performance of the organization whereas the departments and level of the positions held by respondents could suggest the level of involvement and perspective of looking at brand development process, respectively.

 Results are presented in their respective figures below.

4.2.1 Gender of Respondents

The study sought to establish the gender of respondents which was categorized as male and female and the findings are presented in the table below;

Table 4.1. Gender of Respondents

		Frequency	Percentage
	Male	55	68.75
Valid	Female	25	31.25
	Total	**80**	**100**

Source: Primary data (2017)

In the study, gender of respondents that participated in the study was revealed that 55 (68.75 %) of respondents that participated in the study were male where as 25 (31.25%) were female. This implies that majority of those who participated in the study were male respondents compared to female participants. Therefore, in this organization especially in the marketing and finance departments, there are more male employees compared to female employees.

4.2.2 Level of Education

The respondents' level of education was also established and findings are presented in the figure below.

4.2. Level of Education

		Frequency	Valid Percent
	Diploma	30	37.5
	Degree	35	43.75
	Masters degree	15	18.75
	Total	**80**	**100.0**

Source: Primary data (2017)

The education level of respondents that participated in the study was established and it was revealed that 30 (37.5%) of respondents that participated in the study had acquired diploma level of education, 35 (43.75%) of respondents had bachelor's degree level of education and 15 (18.75%) had master's degree level of education. Therefore majority of the participants in the study had bachelor's degree level of education; meaning that it could be a company's policy to employ people with post secondary level of education; hence being able to understand the study instrument which was, the effect of brand development process on performance of manufacturing organizations.

4.2.3 Period worked in the organization.

The study also established how long the respondent employees had worked at organization and results are presented in the table 4.3.

Table 4. 3 Period worked in the organization.

		Frequency	Percentage
	0-3 years	16	20
	4-6 years	13	16.25
Valid	7-9 years	35	43.75
	Above 9 years	16	20
	Total	80	100.0

Source: Primary data (2017)

The results in Table 4.3 showed that, 16 (20%) of respondents had worked in this organization for not more than 3 years, 13 (16.25%) had worked in this organization for a period of 4-6 years, 35 (43.75%) had worked in the organization for 7-9 years and 16 respondents (20%) had worked in the organization for more than 9 years. This implies that majority of the respondents had worked in this organization for more than six years and thus have knowledge of how brand development campaigns could have contributed to the performance of organization.

4.2.4 Department of the respondents

The study also established the department of the respondents at the organisation and results are presented in the Table 4.4.

Table 4. 4 Department of the respondents.

		Frequency	Percentage
Valid	Sales and Marketing	40	50
	Finance	16	20
	Audit	24	30
	Total	80	100.0

Source: Primary data (2017)

The results in Table 4.4 showed that 40 (50%) of respondents were in the Sales and Marketing, 16 (20%) are in the finance department whereas 24(30%) are in the audit department. This implies that majority of the respondents were in the sales and marketing department thus, having knowledge of how brand development campaigns could contribute to the performance of organizations.

4.3 Presentation and analysis of findings of the study objectives

Descriptive statistics were used to examine and establish the relationship between brand development process and organizational performance. The findings were analyzed and interpreted basing on the attached Likert Scale such that a mean close to 5 represents strongly in agreement, 4- in agreement, 3- Not sure, 2- in disagreement and 1- in strong disagreement.

4.3.1 Brand positioning as a measure of brand development process

The study examined brand positioning as a measure of brand development process at SCOUL. Respondents were engaged in answering questionnaires and results are presented below. Results from questionnaires were computed to obtain mean, standard deviation, correlations and regressions as presented below.

Table 4.5 Brand positioning as a measure of brand development process. N=80

Item	Mean	Std. Deviation
Constant availability of the products has been SCOUL's success factor in winning consumers minds to the brand	4.00	0.845
SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond	3.60	1.298
The company's Public Relations function is actively involved in community events and utilizes them to keep the brand familiar to the public	3.07	1.163
Promotions and other marketing campaigns have turned SCOUL's brands into household names	3.40	0.828
The products' taste in terms of quality have always met the consumers preference	4.40	0.632
Regular participation in all major trade fares and exhibitions has made the brand stick on the minds of the public and turning them into loyal consumers	4.00	0.732
Market focused innovations and initiatives such as availing the brands in a variety of pack sizes have kept SCOUL's brands a consumer's choice	4.00	0.845
Opening of an extra sales depot in the heart of Kampala has been made to further serve customers with convenience	4.40	1.056

Source: Primary data (2017)

The respondents were requested to state whether the Constant availability of the products has been SCOUL's success factor in winning consumers minds to the brand. Findings in table 4.5 revealed that the respondents agreed with mean of 4. and the standard deviation of 0.845 that constant availability of the products has been SCOUL's success factor in winning consumers minds to the brand which implied that there were wide varying views among the respondents. This possibly implies availability of products is a success for companies to win customers minds to brand. The finding is in line with Temporal (2000), the branding focus should be on

adding psychological value to products and constant availability of the products should be a success factor in winning consumers minds to the brand

The respondents were asked to state whether SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond. Findings in table 4.5 revealed that SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond. The respondents were in agreement with the mean of 3.6 and the standard deviation of 1.298 which implied that there were wide varying views among the respondents. The implication is that SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond. This is in agreement with Sherrington, 2003 as company's distribution strategy has made consumers access the brands throughout the country and beyond

The respondents were further requested to state whether the company's public relations function is actively involved in community events and utilizes them to keep the brand familiar to the public. Table 4.5 findings revealed that the company's Public Relations function is actively involved in community events and utilizes them to keep the brand familiar to the public. This indicated by the mean of 3.06 and the standard deviation of 1.163 indicating the dispersion in the responses about the statement. This means the company's Public Relations function is actively involved in community events and utilizes them to keep the brand familiar to the public. This relates to Ward et al., (1999) Brand positioning where the promise of value must be relevant to the people or the company's public relations function is actively involved in community events and utilizes them to keep the brand familiar to the public

Table 4.5 findings revealed that the respondents were in the mid position with the mean value of 3.07 and the standard deviation of 1.162 indicating dispersion in the responses that the

company's Public Relations function is either actively involved in community events and utilizes them to keep the brand familiar to the public or not. This proposes that company's Public Relations function is actively involved in community events and utilizes them to keep the brand familiar to the public. This concurs with Keller et al. (2002) company's public relations function should actively involved in community events and utilizes them to keep the brand familiar to the public

In line with the above, respondents were requested to state whether promotions and other marketing campaigns have turned SCOUL's brands into household names. This is indicated by the mean of 3.40 and the standard deviation of 1.828 which showed that the respondents had wide varying views about the statement. Generally, the results suggest that promotions and other marketing campaigns have either turned SCOUL's brands into household names or not.

Furthermore, the respondents were asked to indicate their opinion on whether the products' taste in terms of quality have always met the consumers preference; evidence in table 4.5 indicate that the mean value of 4.40 and the standard deviation of 0.632 which showed that the respondents had varying views about the statement that products' taste in terms of quality have always meet the consumers preference. This evidence clearly indicates that products' taste in terms of quality have always meets the consumers preference. This is in agreement with Chernatony and McDonald (1998) a successful brand aims to develop a high-quality relationship, in which customers feel a sense of commitment and belonging; even to the point almost of passion.

Findings revealed that regular participation in all major trade fares and exhibitions has made the brand stick on the minds of the public and turning them into loyal consumers where the

respondents agreed with the mean of 4.0 indicating that they agreed to the view, the standard deviation of 0.732 revealed wide varying view of all respondents.

 Table 4.5 findings revealed that the respondents were in the mid position with the mean value of 4.00 and the standard deviation of 0.845 indicating dispersion in the responses that the Market focused innovations and initiatives such as availing the brands in a variety of pack sizes have kept SCOUL's brands a consumer's choice. This proposes that Market focused innovations and initiatives such as availing the brands in a variety of pack sizes have kept SCOUL's brands a consumer's choice. This relates to Hoeffler and Keller (2003) facilitating growth and expansion into other product categories and the Market focused innovations and initiatives such as availing the brands in a variety of pack sizes keeps company's brands a consumer's choice

Finally the findings in table 4.5 revealed that Opening of an extra sales depot in the heart of Kampala has been made to further serve customers with convenience where the respondents agreed with the mean of 4.4 and the standard deviation of 1.056 indicating varying responses. This implies that Opening of an extra sales depot in the heart of Kampala has been made SCOUL further serve customers with convenience.

During the transcribed interview the respondents said the departments are involved in the planning, design and implementation of the brand development campaigns at your company include; marketing, research and design and finance and the marketing department together with board of directors approve the brand development proposals at SCOUL, brand development process has made consumers access the brands throughout the country and beyond and the company for how long has the company used the brand development process as a strategy and the key determinants of successful implementation of brand development process as a strategy in your organization are capital, resources, and personnel

4.3.2 Communicating the brand message as a measure of brand development process

The study sought to establish how communicating the brand message as a measure of brand development process. Findings from questionnaires were computed to obtain means and standard deviations. Also, findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below. Respondents were required to respond to a number of statements on how communicating the brand message as a measure of brand development process. The following were the results;

Table 4.6. communicating the brand message as a measure of brand development process, N=80

Item	Mean	Std. Deviation
Regular advertisement have made it possible for the public to know of SCOUL's products	3.40	1.056
Good quality production is SCOUL's deliberate policy to communicate through performance	4.07	0.799
The field sales team performs the PR role through their routine interactions with customers in all potential and markets served	4.40	0.828
SCOUL has delegated the personal selling to the distributors and stockiests but monitors through the field staff to pass on necessary brand information	4.33	0.617
The frequent sale promotions both at wholesale, hyper and supermarket trade levels has been instrumental in communicating the brand message	3.80	0.941
The sponsorship campaigns, such as being involved promotion and Cricket sponsorships in Uganda has enhanced SCOUL's brand awareness	3.93	0.961
Integrated brand communications in the media, through customers conferences, donations to the public, Corporate Social Responsibility activities have further lifted the brands name higher	3.93	1.100
Valid N (listwise)		

Source: Primary Data (2017)

Respondents were required to state whether regular advertisement had made it possible for the public to know of SCOUL's products as part of communicating brand image. Findings in table 4.6 revealed that a mean of 3.40 which implied that the majority agreed to this statement and the standard deviation of 1.055 which indicated that respondents had varying responses on the statements. This finding therefore, suggests that regular advertisement have made it possible for the public to know of SCOUL's products. This finding relates to Upshaw (1995), regular advertisement have made it possible for the public to know of company's products.

The research wanted to ascertain whether good quality production was SCOUL's deliberate policy to communicate through performance as part of communicating brand image. Findings in table 4.6 revealed that the respondents agreed with the mean of 4.07 and the standard deviation of 0.799 which implied that respondents had varying views on the statement. This implies that Good quality production is SCOUL's deliberate policy to communicate through performance. This concurs with Keller (2000) as it is necessary to develop and implement long-term integrated communication strategies demonstrating the brand's value to the target customers through whether good quality production is company's deliberate policy to communicate through performance.

The study sought to find out whether SCOUL's sales process was accompanied by excellent customer care service as a communication tool to boost the brand. The Findings in table 4.6 revealed the mean of 4.07 and the standard deviation of 1.033 which implied that respondents agreed and had wide varying views on the statement. This signals that SCOUL's sales process is accompanied by excellent customer care service as a communication tool to boost the brand. This is in line with Kotler and Armstrong (2010) as company's sales process is accompanied by excellent customer care service as communication tool to boost the brand

The researcher wanted to establish whether the field sales team performed the PR role through their routine interactions with customers in all potential and markets served as part of communicating the brand image. The findings indicated by the mean of 4.40 where the respondents agreed with the statement and the standard deviation of 0.828 which implied that respondents had varying views on the statement. The implication is that the field sales team performs the PR role through their routine interactions with customers in all potential and markets served.

Furthermore the researcher wanted to establish whether SCOUL had delegated the personal selling to the distributors and stockiests but monitored through the field staff to pass on

necessary brand information to hence being able to communicate the brand image. The respondents agreed with the mean of 4.33 and the standard deviation of 0.617 indicating dispersion in the responses. These results depict that majority of the respondents concurred that SCOUL has delegated the personal selling to the distributors and stockiests but monitors through the field staff to pass on necessary brand information to hence being able to communicate brand image. This concurs with Kotler (2010) describes available products and services, corrects false impressions and builds the image of the company

The findings revealed that the frequent sales promotions both at wholesale, hyper and supermarket trade levels have been instrumental in communicating the brand message. This is showed by the agreed mean of 3.80 and the standard deviation of 0.941 indicating wide dispersion in the responses. This study result portrays that the frequent sale promotions both at wholesale, hyper and supermarket trade levels has been instrumental in communicating the brand message

The researcher also wanted to establish whether the sponsorship campaigns, such as being involved in the promotion and sponsorships of cricket in Uganda had enhanced SCOUL's brand awareness. The findings in table 4.6 indicated the agreed position of mean 3.93 and standard deviation of 0.961 which implied that the respondents had varying views on the statement. This implies that the sponsorship campaigns, such as being involved in promoting of Cricket and sponsorships in Uganda had enhanced SCOUL's brand awareness. This is in line with Dunn et al. (2008) viewed advertising or Communicating brand message from its functional perspectives and the sponsorship campaigns, such as being involved promotion.

The researcher also wanted to establish whether integrated brand communications in the media, through customers' conferences, donations to the public, Corporate Social Responsibility (CSR) activities have further lifted the brands name higher. The findings in table 4.6 indicated the agreed position of mean 3.93 and standard deviation of 1.100 which implied that the respondents had varying views on the statement. This implies that that integrated brand communications in the media, through customers conferences, donations to the public, Corporate Social Responsibility activities have further lifted the brands name higher. This is in line with Etzel et al. (2007) noted that the purpose of advertising is to create awareness of the advertised product and provide information that will assist the consumer to make purchase decision.

4.3.3 whether delivering brand performance as a measure of brand development process

The study sought to establish whether delivering brand performance contributes to the performance of an organization. Findings from questionnaires were computed to obtain means, standard deviations. Also findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below. Respondents were required to respond to a number of statements on effect of delivering brand performance on organizational performance. The following were the results;

Table 4.7: Delivering brand performance as a measure of brand development process, N=80

Item	Mean	Std. Deviation
The sales and marketing team and the strategic executive at SCOUL has been aligned to the company's brand promise	4.13	0.640
The company's corporate image has been instrumental in portraying SCOUL's products as highly performing	3.93	0.799
The product designs, trademarks and logos are well articulate at communicating the brand message	4.33	0.900
In case of any negative image created by the public against the company, SCOUL swiftly comes up with brand saving messages through all available channels	3.33	0.976
The ambience at SCOUL communicates convincingly about her brands and their performance	3.67	1.047
SCOUL has well set standards regarding factory hygiene, storage facilities status and employees appearance and never compromises them	4.20	0.676
The quality of the relationship between SCOUL staff, management, top executive team and customers is deliberately portrays commitment to customer service	3.87	0.743
Valid N (listwise)		

Source: Primary Data (2017)

Respondents were required to state whether The sales and marketing team and the strategic executive at SCOUL had been aligned to the company's brand promise and the findings

indicated a mean of 4.13 which implied that majority agreed to this statement. The standard deviation of these responses was 0.640 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed to the sales and marketing team and the strategic executive at SCOUL has been aligned to the company's brand promise, there are a number of employees that disagreed that The sales and marketing team and the strategic executive at SCOUL has been aligned to the company's brand promise.

The study sought to find out whether the company's corporate image had been instrumental in portraying SCOUL's products as highly performing and the findings indicated a mean of 3.93 which implied that majority agreed to this statement. The standard deviation of these responses was 0.799 which indicated that respondents had varying responses on the statements. This implies that much as the majorities agreed to the company's corporate image has been instrumental in portraying SCOUL's products as highly performing, there are a number of employees that disagreed to it. This concurs with Rajendra and Gregory (2010) Delivery of strong brands does not take place in a vacuum. Brand partners need to be aligned to deliver on the brand promise.

In addition to the above, the study sought to find out whether Pricing strategies were deliberately designed to reflect SCOUL's product status and the findings indicated a mean of 3.67 which implied that they agreed to this statement. The standard deviation of these responses was 1.047 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed that Pricing strategies are deliberately designed to reflect SCOUL's product status, there are a number of employees that disagreed that Pricing strategies are deliberately designed to reflect SCOUL's product status.

Respondents were required to state whether the product designs, trademarks and logos were well articulate at communicating the brand message and the findings indicated a mean of 4.33 which implied that they agreed to this statement. The standard deviation of these responses was .899 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to the product designs, trademarks and logos are well articulate at communicating the brand message; there are a number of employees that disagreed. This concurs with Jones (2000) the product designs, trademarks and logos are well articulate at communicating the brand message and upgrading is to carry out Regular blind

product tests of the manufacturer's brand against its competitors helps the firm to maintain the relative functional excellence of its existing brands.

Respondents were required to state whether in case of any negative image created by the public against the company, SCOUL swiftly comes up with brand saving messages through all available channels and the findings indicated a mean of 3.33 which implied that they were in the mid position to this statement. The standard deviation of these responses was 1.976 which indicated that respondents had varying responses on the statements. This implies that much as they were not sure that in case of any negative image created by the public against the company, SCOUL swiftly comes up with brand saving messages through all available channels, there are a number of employees that disagreed. This is in line with Aaker (1991) Brand loyalty which is a measure of the attachment that a customer has to a brand and it reflects how likely a customer will be to switch to another brand, especially when that brand makes a change, either in price or in product features and in case of any negative image created by the public against the company, companies swiftly come up with brand saving messages through all available channels

The study sought to find out whether the ambience at SCOUL communicated convincingly about her brands and their performance and the findings indicated a mean of 3.67 which implied that majority agreed to this statement. The standard deviation of these responses was 1.047 which indicated that respondents had varying responses on the statements. This implies that much as the majorities agreed to the ambience at SCOUL communicates convincingly about her brands and their performance, there are a number of employees that disagreed that the ambience at SCOUL communicates convincingly about her brands and their performance. This concurs with Gaunaris and Stathakopoulos (2004) establishing an emotional as well as a normative attachment between the brand and the consumer and the ambience of a company should communicate convincingly about her brands and their performance.

Respondents were required to state whether SCOUL had well set standards regarding factory hygiene, storage facilities status and employees appearance and never compromises them and the findings indicated a mean of 4.20 which implied that the respondents agreed to this statement. The standard deviation of these responses was .676 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to SCOUL has well set standards regarding factory hygiene, storage facilities status and

employees appearance and never compromises them however some respondents disagreed to it.

Respondents were required to state whether the quality of the relationship between SCOUL staff, management, top executive team and customers deliberately portrayed commitment to customer service and the findings indicated a mean of 3.87 which implied that the respondents agreed to this statement. The standard deviation of these responses was 0.743 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to the quality of the relationship between SCOUL staff, management, top executive team and customers is deliberately portrays commitment to customer service however some respondents disagreed that the quality of the relationship between SCOUL staff, management, top executive team and customers is deliberately portrays commitment to customer service.

4.4 Descriptive Statistics on Organisational Performance at SCOUL
The study sought to establish organizational performance at SCOUL. Findings from questionnaires were computed to obtain means, standard deviations, correlations and regressions. Also findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below.

4.4.1 Profitability as measure of Organisational Performance at SCOUL
The study sought to establish the profitability as a measure of organizational performance at SCOUL. Findings from questionnaires were computed to obtain means, standard deviations. Also findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below.

Table 4.8: Profitability as a measure of organisational performance at SCOUL.

Item	Mean	Std. Deviation
SCOUL's financial reports have indicated growth in profit level consistently over the previous 5yrs.	3.58	1.167
Sales volume has consistently grown over the years which have boosted SCOUL's revenues	3.98	0.839
SCOUL has registered high market share growth due to market development campaigns	3.74	0.848
Tax exemptions on agro-processing have contributed to the company's profitability	3.97	1.086
Competitive price wars have not affected the company's margins and profitability	3.82	1.181
Diversification to processing of bi-products into saleable products has greatly boosted the company's profitability rate	3.45	1.183
The company's investment in high technological backed production has drastically reduced wastage and boosted profitability	3.90	0.918
The company enjoys her geographical proximity to the central business district to lower her cost of sales due to lower transport cost incurred	3.92	1.045

Source: Primary data (2017)

Respondents were required to state whether SCOUL's financial reports had indicated growth in profit level consistently over the previous 5yrs and the findings indicated a mean of 3.58 which implied that they agreed to this statement. The standard deviation of these responses was 1.167 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that SCOUL's financial reports have indicated growth in profit level consistently over the previous 5yrs there are a number of employees that disagreed.

This is in line with Chapman (2004) defines profitability as the earning performance of a firm and its ability to return a profit on both owner's equity and total assets of a firm

Respondents were required to state whether Sales volume had consistently grown over the years which have boosted SCOUL's revenues and the findings indicated a mean of 3.98

which implied that majority agreed to this statement. The standard deviation of these responses was .839 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed Sales volume has consistently grown over the years which have boosted SCOUL's revenues, there are a number of employees that disagreed. This is in agreement with Wood (1999) defines it as how successfully the business is trading and Sales volume has consistently grown over the years.

Respondents were required to state whether SCOUL had registered high market share growth due to market development campaigns and the findings indicated a mean of 3.74 which implied that majority agreed to this statement. The standard deviation of these responses was .848 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed to SCOUL has registered high market share growth due to market development campaigns, there are a number of employees that disagreed that SCOUL has registered high market share growth due to market development campaigns.

The study sought to find out whether Tax exemptions on agro-processing had contributed to the company's profitability and the findings indicated a mean of 3.97 which implied that majority agreed to this statement. The standard deviation of these responses was 1.086 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed to Tax exemptions on agro-processing have contributed to the company's profitability, there are a number of employees that disagreed that Tax exemptions on agro-processing have contributed to the company's profitability.

In addition the above, the study sought to find out whether Competitive price wars had not affected the company's margins and profitability and the findings indicated a mean of 3.82 which implied that majority agreed to this statement. The standard deviation of these responses was 1.181 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed to Competitive price wars have not affected the company's margins and profitability that disagreed that to it.

Respondents were required to state whether diversification to processing of bi-products into saleable products had greatly boosted the company's profitability rate and the findings indicated a mean of 3.45 which implied that they were in the mid position to this statement. The standard deviation of these responses was 1.183 which indicated that respondents had varying responses on the statements. This implies that much as the respondents were not sure that Diversification to processing of bi-products into saleable products has greatly boosted the

company's profitability rate, there are a number of employees that agreed and disagreed that Diversification to processing of bi-products into saleable products has greatly boosted the company's profitability rate.

In line with the above respondents were required to state whether the company's investment in high technological backed production had drastically reduced wastage and boosted profitability and the findings indicated a mean of 3.90 which implied that the respondents agreed to this statement. The standard deviation of these responses was .918 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to the company's investment in high technological backed production has drastically reduced wastage and boosted profitability, there are a number of employees that disagreed that the company's investment in high technological backed production has drastically reduced wastage and boosted profitability

Respondents were required to state whether the company enjoyed her geographical proximity to the central business district to lower her cost of sales due to lower transport cost incurred and the findings indicated a mean of 3.92 which implied that the respondents agreed to this statement. The standard deviation of these responses was 1.045 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that the company enjoys her geographical proximity to the central business district to lower her cost of sales due to lower transport cost incurred, there are a number of employees that disagreed to that.

4.4.2 Product quality as measure of Organisational Performance at SCOUL
The study sought to establish the product quality as a measure of organizational performance at SCOUL. Findings from questionnaires were computed to obtain means, standard deviations. Also findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below.

Table 4.9 The product quality as a measure of organisational performance at SCOUL.

Item	Mean	Std. Deviation
The annual customer satisfaction surveys have always shown a downward trend in customer complaints	4.00	0.905
The product quality has over the years conformed to the UNBS & ISO 9001,14001 requirements in all audits periodically conducted	3.87	0.896
SCOUL receives positive feedback about the sugar crystal size as meeting expectations of various uses; bakers, industrialists and household users	3.77	1.015
The sugar colour has not been appreciated in most markets domestically and foreign	3.94	0.866
The packaging materials do not meet customer expectations	3.87	0.859
Impurities and moisture have always been part of SCOUL sugar therefore detestable	3.85	0.827
Logos and designs are not distinguishable and therefore do not communicate the brands message appropriately	4.00	0.992
Measures and weights always do not conform to the prescriptions on the packs	3.95	0.913

Source: Primary Data (2017)

Respondents were required to state whether the annual customer satisfaction surveys had always shown a downward trend in customer complaints and the findings indicated a mean of 4.00 which implied that the respondents agreed to this statement. The standard deviation of these responses was .905 which indicated that respondents had varying responses on the statements. This implies that much as they agreed the annual customer satisfaction surveys have always shown a downward trend in customer complaints however some respondents disagreed.

Respondents were required to state whether the product quality had over the years conformed to the UNBS & ISO 9001, 14001 requirements in all audits periodically conducted and the findings indicated a mean of 3.87 which implied that the respondents agreed to this statement. The standard deviation of these responses was 0.896 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that the product

quality has over the years conformed to the UNBS & ISO 9001, 14001 requirements in all audits periodically conducted however some respondents disagreed that The product quality has over the years conformed to the UNBS & ISO 9001, 14001 requirements in all audits periodically conducted.

Respondents were required to state whether SCOUL received positive feedback about the sugar crystal size as meeting expectations of various uses; bakers, industrialists and household users and the findings indicated a mean of 3.77 which implied that the respondents agreed to this statement. The standard deviation of these responses was 1.015 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that SCOUL receives positive feedback about the sugar crystal size as meeting expectations of various uses; bakers, industrialists and household users however some respondents disagreed that SCOUL receives positive feedback about the sugar crystal size as meeting expectations of various uses; bakers, industrialists and household users.

Respondents were required to state whether the sugar colour had not been appreciated in most markets domestically and foreign and the findings indicated a mean of 3.94 which implied that the respondents agreed to this statement. The standard deviation of these responses was .866 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that The sugar colour has not been appreciated in most markets domestically and foreign however some respondents disagreed that The sugar colour has not been appreciated in most markets domestically and foreign.

Respondents were required to state whether the packaging materials do not meet customer expectations and the findings indicated a mean of 3.87 which implied that the respondents agreed to this statement. The standard deviation of these responses was .859 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that the packaging materials do not meet customer expectations however some respondents disagreed that the packaging materials do not meet customer expectations.

Respondents were required to state whether impurities and moisture had always been part of SCOUL sugar therefore detestable and the findings indicated a mean of 3.85 which implied that the respondents agreed to this statement. The standard deviation of these responses was .827 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that Impurities and moisture have always been part of SCOUL

sugar therefore detestable, however some respondents disagreed that Impurities and moisture have always been part of SCOUL sugar therefore detestable.

Respondents were required to state whether logos and designs were not distinguishable and therefore do not communicate the brands message appropriately and the findings indicated a mean of 4.00 which implied that the respondents agreed to this statement. The standard deviation of these responses was .992 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to Logos and designs are not distinguishable and therefore do not communicate the brands message appropriately however some respondents disagreed that Logos and designs are not distinguishable and therefore do not communicate the brands message appropriately.

Respondents were required to state whether measures and weights always did not conform to the prescriptions on the packs and the findings indicated a mean of 3.95 which implied that the respondents agreed to this statement. The standard deviation of these responses was .913 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to the Measures and weights always do not conform to the prescriptions on the packs however some respondents disagreed that the Measures and weights always do not conform to the prescriptions on the packs.

4.4.3 Market Share Position as measure of Organisational Performance at SCOUL

The study sought to establish the Market Share Position as a measure of organizational performance at SCOUL. Findings from questionnaires were computed to obtain means, standard deviations. Also findings from interviews were obtained and are presented in thematic statements or quotations and results are presented below.

Table 4.10 The Market Share Position as a measure of organisational performance at SCOUL. N=80

Item	Mean	Standard Deviation
Lugazi sugar can be accessed in most wholesale & retail shops throughout the country	4.26	.571
SCOUL's products can be seen on every supermarkets' shelves in all major towns	4.32	.719
SCOUL's customer retention level stands at above 85%	4.15	.903
SCOUL sets her prices very competitively and quickly responds to any changes in the market	4.08	1.135
Customer incentives given by SCOUL have kept the stockiests tied up in a relationship	4.18	.800
SCOUL products are available in all affordable SKUs and pack sizes needed by the consumers from 250g to 50kg	4.16	.891
The factory parking and loading yards are full throughout the week with long queues of customer trucks awaiting to load stock	4.29	.663
Sales analysis figures portray an incremental trend over a significant number of years now	4.15	.807

Source: Primary Data (2017)

Respondents were required to state whether Lugazi sugar could be accessed in most wholesale & retail shops throughout the country and the findings indicated a mean of 4.26 which implied that they agreed to this statement. The standard deviation of these responses was .571 which indicated that respondents had varying responses on the statements. This implies that much Lugazi sugar can be accessed in most wholesale & retail shops throughout the country, there are a number of employees that disagreed

Respondents were required to state whether SCOUL's products could be seen on every supermarkets' shelves in all major towns and the findings indicated a mean of 4.32 which implied that they agreed to this statement. The standard deviation of these responses was .903 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that SCOUL's products can be seen on every supermarket's shelves in all major towns, there are a number of employees that disagreed.

Respondents were required to state whether SCOUL's customer retention level stood at above 85% and the findings indicated a mean of 4.08 which implied that majority agreed to this statement. The standard deviation of these responses was 1.135 which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed to SCOUL's customer retention level stands at above 85%, there are a number of employees that disagreed that SCOUL's customer retention level stands at above 85%.

The study sought to find out whether SCOUL set her prices very competitively and quickly responded to any changes in the market and the findings indicated a mean of 4.18 which implied that majority agreed to this statement. The standard deviation of these responses was .800 which indicated that respondents had varying responses on the statements. This implies that much as the majorities agreed that SCOUL sets her prices very competitively and quickly responds to any changes in the market, there are a number of employees that disagreed that SCOUL sets her prices very competitively and quickly responds to any changes in the market.

In addition to the above, the study sought to find out whether Customer incentives given by SCOUL had kept the stockiests tied up in a relationship and the findings indicated a mean of 4.16 which implied that majority agreed to this statement. The standard deviation of these responses was .891which indicated that respondents had varying responses on the statements. This implies that much as the majority agreed that Customer incentives given by SCOUL have kept the stockiests tied up in a relationship, there are a number of employees that disagreed that Customer incentives given by SCOUL have kept the stockiests tied up in a relationship.

Respondents were required to state whether SCOUL products were available in all affordable SKUs and pack sizes needed by the consumers from 250g to 50kg and the findings indicated a mean of 4.29 which implied that they were in the mid position to this statement. The standard deviation of these responses was .663 which indicated that respondents had varying

responses on the statements. This implies that much as the respondents were not sure that SCOUL products are available in all affordable SKUs and pack sizes needed by the consumers from 250g to 50kg, there are a number of employees that agreed and disagreed that SCOUL products are available in all affordable SKUs and pack sizes needed by the consumers from 250g to 50kg

In line with the above, respondents were required to state whether the factory parking and loading yards were always full throughout the week with long queues of customer trucks awaiting to load stock, and the findings indicated a mean of 4.15 which implied that the respondents agreed to this statement. The standard deviation of these responses was .807 which indicated that respondents had varying responses on the statements. This implies that much as they agreed to the factory parking and loading yards are full throughout the week with long queues of customer trucks waiting to load stock, there are a number of employees that disagreed to it.

Respondents were required to state whether Sales analysis figures portrayed an incremental trend over a significant number of years then and the findings indicated a mean of 4.24 which implied that the respondents agreed to this statement. The standard deviation of these responses was .862 which indicated that respondents had varying responses on the statements. This implies that much as they agreed that Sales analysis figures portray an incremental trend over a significant number of years now, there are a number of employees that disagreed that Sales analysis figures portray an incremental trend over a significant number of years now.

4.5 Correlation Analysis

The relationship between brand development process and the performance of an organisation was investigated using position of the brand, communiacting the brand message and delivering brand performance as dimensions for the independent variable while Profitability, Product quality and Market share position were for performance of an organisation; being the dependent variable.

4.5.1 Correlation between Brand positioning and organisational performance at SCOUL

The study established a correlation between brand positioning and organizational performance. The results are presented in the tables below;

Table 4.11 Brand positioning and organizational performance

Correlations		Performance	Persuasive
Performance	Pearson Correlation	1	.402**
	Sig. (2-tailed)		.000
	N	80	80
Positioning	Pearson Correlation	.402**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary data (2017)

Table 4.11, it can be clearly indicated from the correlation results that there was a significant statistical positive relationship between brand positioning and performance (r=.402**; p<0.01). This possibly implies that brand positioning is positively affected by performance. For examples, since there is an increase in the brand positioning in form of Constant availability of the products, it has been SCOUL's success factor in winning consumers minds to the brand, SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond, the performance of the company will increase in an organisation.

This is in agreement with Kotler (2004) that a brand is a name, term, sign, symbol, or design or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

4.5.2 The relationship between communicating the brand message and Organisational performance at SCOUL

Table 4.12 Correlation analysis on the relationship between communicating the brand message and Organisational performance

Correlations		Communicating the brand message	Organisational performance
Communicating the brand message	Pearson Correlation	1	.643**
	Sig. (2-tailed)		.000
	N	80	80
Organisational performance	Pearson Correlation	.643**	1
	Sig. (2-tailed)	.000	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2017)

Table 4.12, it can be clearly indicated from the correlation results that there is a significant statistical positive relationship between communiacting the brand message and organisational performance (r=.643**; p<0.01). This possibly implies that organisational performance is positively affected by brand image; for instance, regular advertisement, good quality production and SCOUL's sales process accompanied by excellent customer care service. This shows that SCOUL effectively uses brand image to communicate her products to the customers to improve performance. This concurs with Parameswaran (2001) communicating the brand message means better advertising is born out of a total understanding of all the variables impacting the brand such as new consumer trends, new competition, or new technological breakthroughs.

4.5.3 The relationship between delivering brand performance and organizational performance at SCOUL

Table 4.13 Correlations analysis of the relationship between delivering brand performance and organizational performance

		Delivering brand performance	Organizational Performance
Delivering brand performance	Pearson Correlation	1	.195**
	Sig. (2-tailed)		.001
	N	80	80
Organizational Performance	Pearson Correlation	.195**	1
	Sig. (2-tailed)	.001	
	N	80	80
**. Correlation is significant at the 0.01 level (2-tailed).			

Source: Primary Data (2017)

Findings in table 4.13 show there is a positive significant relationship between delivering brand performance and Organizational performance(r=0.195**; p<0.001). This means that Organisational performance is positively affected by delivering brand performance; for example, the relationship of the sales and marketing team as well as the strategic executive at SCOUL with her customers has been aligned to the company's brand promise; thus the company's corporate image has been instrumental in portraying SCOUL's products as highly performing. This means that delivering brand performance is important because it determines how the organization's performance will be. These findings are also in agreement with Amoako et al (2012), who assert that brand performance has become an integral part of brand strategy that requires extensive brand development activities within the firm before beginning any external brand communications effort and developing brand performance.

4.6 Regression Analysis

It was necessary to determine which of the three dimensions of brand development process (brand positioning, communiacting the brand message and delivering brand performance) predicts organizational performance culture more than the other. This was achieved through conducting regression analysis. The following were the results;

Table 4.14: Regression analysis of the three dimensions (brand positioning, communiacting the brand message and delivering brand performance) on organizational performance

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.447[a]	.400	.358	.49227

a. Predictors: (Constant), brand positioning, communiacting the brand message and delivering brand performance

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	5.770	.625		9.239	.000
	Brand positioning	.182	.106	.129	2.319,	.001
	Communicating the brand message	2.419	.101	.414	3.419	.004
	Delivering brand performance	.107	.106	.123	1.011	.316

a. Dependent Variable: Organizational performance

Results from the table 4.14 show a combination of; brand positioning, communiacting the brand message and delivering brand performance in assessing the level to which they can predict Organizational performance. These variables can explain 35.8% of the variance in Organisational performance (Adjusted R Square =0.358). Most influential predictor of Organisational performance was Communicating the brand message (Beta = .414) with a relative importance of 3.419 (in t-test). Also, Brand positioning (Beta=.129) is predictor of organizational performance with a relative importance of 2.319 (in t-test). Also, Delivering brand performance (Beta=.146) is a minor predictor of organizational performance with a relative importance of 1.011 (in t-test).

The implication in this model is that, communicating the brand message is a major predictor of organizational performance; meaning that in a situation where communicating the brand message is effective, performance of an organisation will be increased in form of Profitability, Product quality and Market share position.

In summary, the high positive regression coefficients between the dimensions of the study and the value of $R^2 = .400$ indicate that brand development process is strongly regressed with organizational performance.

4.7 Conclusion

This chapter presented, discussed and interpreted the findings as collected during the study. Both correlation analysis and regression showed that there was a relationship between the brand development process and organizational performance.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1   Introduction

The presentation was guided by the following research objectives; to establish the relationship between brand positioning and organizational performance, to establish how communicating the brand message affects an organization's performance and to investigate whether delivering brand performance contributes to the performance of an organization.

This chapter presents the summary of findings, conclusions and recommendations of the study and these are presented according to the findings in the objectives in chapter four.

5.2 Summary of the findings

5.2.1 The effect of brand positioning on organizational performance

The Study findings indicated that there is a significant statistical positive relationship between brand positioning and performance (r=.402[**]; p<0.01). This possibly implies that brand positioning is positively affected by performance; for example, since there is an increase in the brand positioning in form of Constant availability of the products, it has been SCOUL's success factor in winning consumers minds' to the brand, SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond; thus subsequently, performance of the organization will increase.

The regression analysis results indicated that Brand positioning is not a major predictor of organizational performance with a relative importance of 2.319 (in t-test). This implies that a change in brand positioning does not affect organizational performance.

5.2.2 The effect of communicating the brand message on organizational performance

The study findings indicated that there is a significant statistical positive relationship between communiacting the brand message and organisational performance (r=.643[**]; p<0.01). This possibly implies that organisational performance is positively affected by brand image; for instance regular advertisement, good quality production and SCOUL's sales process is accompanied by excellent customer care service. This shows that SCOUL effectively uses brand image to communicate its products to the customers to improve performance.

The regression analysis results in Communicating the brand message is a major predictor of organizational performance meaning that; in a situation where Communiacting the brand

message is effective, the organization's performance will be increased in the form of Profitability, Product quality and Market share position

5.2.3 The effect of delivering brand performance on organizational performance

The study findings showed there is a positive significant relationship between delivering brand performance and Organizational performance(r=0.195**; p<0.001). This means that Organisational performance is positively affected by delivering brand performance; for example, the sales and marketing team and the strategic executives' actions at SCOUL have been aligned to the company's brand promise, thus the company's corporate image has been instrumental in portraying SCOUL's products as highly performing. This means that the delivering brand performance is important because it determines how the Organization's performance will be.

The regression analysis results indicated that Delivering brand performance (Beta=.146) is a minor predictor of organizational performance with a relative importance of 1.011 (in t-test). Thus a change in Delivering brand performance does not lead to a change in organizational performance.

5.3   Conclusions

Since all the dimensions of brand development process (positioning of the brand, communiacting the brand message and delivering brand performance) showed a positive and significant relationship with organizational performance, the study therefore concludes that brand development process has a positive and significant relationship on organizational performance.

The findings continued to reveal that communiacting the brand message has a positive, yet significant relationship with organizational performance. Thus, the researcher concludes that there is need for more communiaction of the brand message through various mechanisms such as regular advertisement, good quality production, among others just like SCOUL's sales process is accompanied by excellent customer care service, routine interactions with customers in all potential and existing markets as well as the personal selling delegated to the distributors and stockiests. These they will continue attracting customers and improve profitability and product quality.

The findings revealed that there is a positive yet significant relationship between brand positioning and organizational performance; thus the researcher concludes that there is need

to do more brand positioning such as constant availability of the products, designing suitable distribution strategies, Promotions and other marketing campaigns while the company's, Public Relations function is being actively involved in community events and utilizes them to keep the brand familiar to the public.

5.4 Recommendations

SCOUL should ensure that there is constant availability of the products, improve the distribution strategy and constantly involve herself in community events; to keep the brand familiar to the public. This will improve her performance in line with the relationship between brand positioning and the entire organizational performance.

There is need for SCOUL to do communication of the brand through trade promotions, advertising, good quality production and SCOUL's sales process should be continuously accompanied by excellent customer care service, routine interactions with customers in all potential and existing markets; as well as taking advantage of the personal selling delegated to the distributors and stockiests. This will help in boosting profitability and market share position; in regard to how communicating the brand message affects an organization's performance.

There is need for SCOUL to do more brand positioning so as to beat her competitors; through constant availability of the products, distribution strategy, promotions and other marketing campaigns, the company's Public Relations function getting actively involved in community events and utilizing them to keep the brand familiar to the public. This will ultimately increase her performance in view of delivering the brand's performance and its eventual effect on the entire organizational performance.

5.5 Areas for further research

The study was carried out at SCOUL and yet other Sugar companies have also adopted brand development process; for example, Kakira Sugar, Kinyara Sugar; among others. Therefore a similar study undertaking may be needed in these different sugar companies.

There is also need to conduct a study to examine how communicating the brand message affects an organization's performance since it came out strongly in the study.

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UGANDA MARTYRS UNIVERSITY

THE EFFECT OF BRAND DEVELOPMENT PROCESS ON ORGANIZATIONAL PERFORMANCE OF MANUFACTURING FIRMS: Case study; SCOUL.

Questionnaire to be filled by middle level Managers, Supervisors and Officers at SCOUL

Sir/Madam,

Dear respondent,

I am MBUSA Moses Peter a student of Uganda Martyrs University conducting research on the effect of Brand Development process on Organizational performance as part of the requirements for the award of a Master's Degree in Business Administration.

The information given will be treated as confidential and the results of the study will be used for academic research purposes only.

I therefore call upon your kind attention and support in sparing part of your precious time to attend to this set of questions.

In case of any inquiries or clarifications about this study, please contact the principal investigator on peteromusa@yahoo.com or 0703717585

SECTION A: GENERAL INFORMATION

Please tick the box corresponding to the most appropriate answers suggested below:

Demographic Characteristics

1. Gender: Male ☐   Female ☐

2.   For how long have you worked with SCOUL?

Years worked	0-3yrs	4-6 yrs.	7-9 yrs.	Above 9 yrs.
Tick				

3. Level of education

Level	Diploma	Bachelor's degree	Masters	Others(mention)
Tick				

4.   Department

Department	Sales & Marketing	Finance	Audit
Tick			

Section B: Brand Positioning

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

	Statement	5	4	3	2	1
1.	Constant availability of the products has been SCOUL's success factor in winning consumers minds to the brand					
2.	SCOUL's distribution strategy has made consumers access the brands throughout the country and beyond					
3.	The company's Public Relations function is actively involved in community events and utilizes them to keep the brand familiar to the public					
4.	Promotions and other marketing campaigns have turned SCOUL's brands into household names					
5.	The products' taste in terms of quality have always met the consumers preference					
6.	Regular participation in all major trade fares and exhibitions has made the brand stick on the minds of the public and turning them into loyal consumers					
7.	Market focused innovations and initiatives such as availing the brands in a variety of pack sizes have kept SCOUL's brands a consumer's choice					
8.	Opening of an extra sales depot in the heart of Kampala has been made to further serve customers with convenience					

Section C: Communicating the brand message

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

	Statement	5	4	3	2	1
1.	Regular advertisement have made it possible for the public to know of SCOUL's products					
2.	Good quality production is SCOUL's deliberate policy to communicate through performance					

3.	SCOUL's sales process is accompanied by excellent customer care service as communication tool to boost the brand					
4.	The field sales team performs the PR role through their routine interactions with customers in all potential and markets served					
5.	SCOUL has delegated the personal selling to the distributors and stockiests but monitors through the field staff to pass on necessary brand information					
6.	The frequent sale promotions both at wholesale, hyper and supermarket trade levels has been instrumental in communicating the brand message					
7.	The sponsorship campaigns, such as being involved promotion and Cricket sponsorships in Uganda has enhanced SCOUL's brand awareness					
8	Integrated brand communications in the media, through customers conferences, donations to the public, Corporate Social Responsibility activities have further lifted the brands name higher					

Section D: Delivering brand performance

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

	Statement	5	4	3	2	1
1.	The sales and marketing team and the strategic executive at SCOUL has been aligned to the company's brand promise					
2.	The company's corporate image has been instrumental in portraying SCOUL's products as highly performing					

3.	Pricing strategies are deliberately designed to reflect SCOUL's product status					
4.	The product designs, trademarks and logos are well articulate at communicating the brand message					
5.	In case of any negative image created by the public against the company, SCOUL swiftly comes up with brand saving messages through all available channels					
6.	The ambience at SCOUL communicates convincingly about her brands and their performance					
7.	SCOUL has well set standards regarding factory hygiene, storage facilities status and employees appearance and never compromises them					
8	The quality of the relationship between SCOUL staff, management, top executive team and customers is deliberately portrays commitment to customer service					

SECTION E: Profitability

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

S/No	Statement	5	4	3	2	1
1	SCOUL's financial reports have indicated growth in profit level consistently over the previous 5yrs.					
2	Sales volume has consistently grown over the years which have boosted SCOUL's revenues					
3	SCOUL has registered high market share growth due to market development					

	campaigns					
4	Tax exemptions on agro-processing have contributed to the company's profitability					
5	Competitive price wars have not affected the company's margins and profitability					
6	Diversification to processing of bi-products into saleable products has greatly boosted the company's profitability rate					
7	The company's investment in high technological backed production has drastically reduced wastage and boosted profitability					
8	The company enjoys her geographical proximity to the central business district to lower her cost of sales due to lower transport cost incurred					

SECTION F: Product Quality

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

S/No	Statement	5	4	3	2	1
1	The annual customer satisfaction surveys have always shown a downward trend in customer complaints					
2	The product quality has over the years conformed to the UNBS & ISO 9001,14001 requirements in all audits periodically					

S/No	Statement	5	4	3	2	1
	conducted					
3	SCOUL receives positive feedback about the sugar crystal size as meeting expectations of various uses; bakers, industrialists and household users					
4	The sugar colour has not been appreciated in most markets domestically and foreign					
5	The packaging materials do not meet customer expectations					
6	Impurities and moisture have always been part of SCOUL sugar therefore detestable					
7	Logos and designs are not distinguishable and therefore do not communicate the brands message appropriately					
8	Measures and weights always do not conform to the prescriptions on the packs					

SECTION G: Market Share Position

Rate the above statement using the following scale:

Rating: 5=strongly agree, 4=agree, 3=neutral, 2=disagree 1=strongly disagree

S/No	Statement	5	4	3	2	1
1	Lugazi sugar can be accessed in most wholesale & retail shops throughout the					

	country					
2	SCOUL's products can be seen on every supermarkets' shelves in all major towns					
3	SCOUL's customer retention level stands at above 85%					
4	SCOUL sets her prices very competitively and quickly responds to any changes in the market					
5	Customer incentives given by SCOUL have kept the stockiests tied up in a relationship					
6	SCOUL products are available in all affordable SKUs and pack sizes needed by the consumers from 250g to 50kg					
7	The factory parking and loading yards are full throughout the week with long queues of customer trucks awaiting to load stock					
8	Sales analysis figures portray an incremental trend over a significant number of years now					

Thank you very much for your cooperation.

God bless you

APPENDIX II: INTERVIEW GUIDE

Part A. General Information

i. Name of Employee …………………………………………………..………

ii. Job Title ………………………………………………………………..………

iii. Department………………………………………………………..……..………

iv. Gender ………………………………………………………………………….

v. Age ……………………………………………………………..……………….

vi. Duration worked at SCOUL.....................…………………………………

Part B: Brand development at SCOUL:

1. Which departments are involved in the planning, design and implementation of the brand development campaigns at your company?

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2. What are some of the brand development strategies adopted by SCOUL?

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....

3. Who approves the brand development proposals at SCOUL?

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4. According to you, how is brand development process as a strategy important to your organization?

....

....

....

5. For how long has the company used the brand development process as a strategy?

....

....

....

6. What are the key determinants of successful implementation of brand development process as a strategy in your organization?

....

....

....

7. According to you, how does brand development process as a strategy contribute towards achieving the overall organizational objective?

....

....

....

8. How has the use of brand development process affected the company positively or negatively?

....

....

....

9. Would you comment about the success of the brand development process as adopted by SCOUL in terms of;

Customer perspective

Market share..

Customer-satisfaction...

Customer retention..

Acquiring new customers..

Financial perspective

Profitability..

Cost effectiveness...

Revenue growth..

Internal perspective

Product quality enhancement...

Response to competition..

10. What are some of the challenges that you face in the implementation of the brand development process strategy at SCOUL?

....
....
....

 Thank you very much for your cooperation.

God bless you

APPENDIX III

Krejcie and Morgan (1970) sample size determination table

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	246
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	351
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	181	1200	291	6000	361
45	40	180	118	400	196	1300	297	7000	364
50	44	190	123	420	201	1400	302	8000	367
55	48	200	127	440	205	1500	306	9000	368
60	52	210	132	460	210	1600	310	10000	373
65	56	220	136	480	214	1700	313	15000	375
70	59	230	140	500	217	1800	317	20000	377
75	63	240	144	550	225	1900	320	30000	379
80	66	250	148	600	234	2000	322	40000	380
85	70	260	152	650	242	2200	327	50000	381
90	73	270	155	700	248	2400	331	75000	382
95	76	270	159	750	256	2600	335	100000	384

Note: "N" is population size

       "S" is sample size.

APPENDIX IV: RELIABILITY RESULTS

RELIABILITY FOR Brand Positioning

Cronbach's Alpha	N of Items
.800	08

RELIABILITY FOR Communicating Brand Image

Cronbach's Alpha	N of Items
.756	08

RELIABILITY FOR Delivering brand performance

Cronbach's Alpha	N of Items
.739	08

RELIABILITY FOR Profitability

Cronbach's Alpha	N of Items
.759	08

RELIABILITY FOR Product quality

Cronbach's Alpha	N of Items
0.782	08

RELIABILITY FOR Market share position

Cronbach's Alpha	N of Items
.821	08