HOW BRAND PREFERENCE CONTRIBUTE TO THE GROWTH OF THE FIRM'S IN SALES VOLUME: A SURVEY CASE STUDY OF COCA – COLA KWANZA LTD.

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By

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A Dissertation Submitted to Mzumbe University, Dar es Salaam Campus College in Partial Fulfillment of the Requirements for the Award of Master Degree of Business Administration in Corporate Management (MBA- CM)

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CERTIFICATION

We, the undersigned, certify that we have read and hereby recommend for acceptance by the Mzumbe University, a dissertation entitled **How brand preference contribute to the growth of the firm's in sales volume: A survey case study of Coca – Cola Kwanza Ltd,** in partial fulfillment of the requirements for award of the degree of Masters of Business Administration in Corporate Management (MBA-CM) of Mzumbe University.

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Accepted for the Board…

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DECLARATIONS AND COPYRIGHT

I, Gloria Minza Kinigwa, declare that this dissertation is my own original work and that no part of this dissertation has been taken from existing published or unpublished material without due acknowledge and that all secondary material used has been fully referenced.

Signature ____

Date ____

ACKNOWLEDGEMENT

Any dissertation cannot be written without having relevant data. The success of a thesis of any magnitude and importance cannot be easily attained without the co-operation that the researcher is accorded by whoever is connected with such research report / thesis.

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ACRONYMS & ABBREVIATION

ASM	: Automatic Storage Management
B2B	: Business to Business
CCK	: Coca cola Kwanza Limited
CEO	: Chief Executive Officer
CPG	: Consumer Package Goods
CSR	: Corporate Social Responsibility
DSD	: Direct Sales Delivery
HBR	: Hotel, Bar and Restaurants
MBA-CM	: Master of Business Administration in Corporate Management
MDC	: Manual Distribution Centre
OOS	: Out of Stock
PC	: Pepsi Cola
PET	: Performance Evaluation Test
POS (material)	: Point of Sales material
RADs	: Resident Account Developer (s)
RGB	: Returnable Glass Bottle
RRP	: Recommended Retail Price
ROMI	: Return on Marketing Investment

ABSTRACT

This study explores different factors on how brand preference contributes to the growth of the firm's in sales volume of the soft drinks industry in Tanzania. Coca – Cola kwanza Ltd was the case study area for this study with unit of analysis being Coca – Cola Kwanza Bottlers Limited (CCK) Brand managers, Distributors, Advertisers, and Consumers.

As it is believed that, brand preference is a contributing factors of the growth of the firm's sales volume; the study tried to find out the factors that influence a consumer to opt for one product rather than another product of similar value. The study then, seeks to understand this scenario by asking different questions; first was to understand the meaning, context and extent of the term brand, its parameters and implication to sales volume. Further; how effective brands get a customer to buy a specific product.

Understanding possible causes of brand preference of Coca – Cola products through different techniques of data collection were applied ranging from primary to secondary data. For primary data; observation was applied mainly premises observation whereas; 100 outlets were put under scrutiny by comprehensive observation. It further included interview and questionnaires which included Distributors, Coca Cola Kwanza Brand managers, Advertisers and Consumers. Different documents were reviewed for this purpose cutting across from budget to spending.

The study adopted a descriptive research design to identify how brand preference contribute to the firm's sales volume and a sample size of 60, total composed by 15 Advertising agents of Coca Cola Kwanza Ltd, 15 Brand managers of the company, 15 Consumers of the Company's products, 15 Distributors of the Company's products, using a simple random sampling since the population for the purpose of this study was regarded as homogeneous. The study collected both primary and secondary data using semi-structured questionnaire and review of empirical and theoretical literatures respectively. These instruments were pilot tested for reliability checks.

TABLE OF CONTENTS

LIST OF FIGURES

CHAPTER ONE

PROBLEM SETTING

1.1 Background to the Study

Successful organizations engage in several action which is aimed at satisfying the consumers and profit making. Manufacturing industries tends to make sure that their products are differentiated from other products in a unique way. Nowadays, the manufacturing organisations of most developing and developed countries produce products of high quality to satisfy their customers. Most of those products have competing products being produced by other companies.

All manufacturing companies (which produces goods and services) now see the importance of branding their products and the benefits they are going to derive from effective and efficient branding. Therefore manufacturing companies have their products named and use patent or trademark to protect them due to the competitiveness of the economy so that their customers can identify and differentiate their products from other competing products.(Nonaka, 1997).

Brand is a name, term, sign, symbol or a combination of them intended to identify the goods and services of one seller or group of sellers and to differentiate them from those of the competition. For examples, Coke, Nestle and Microsoft are well renowned brands. Technically speaking, whenever a marketer creates a name logo symbol, he or she creates a brand (Aaker et al, 2000).

Brands identify the source or maker of a product and allow consumers to assign responsibility to a particular manufacture. From an economic perspective, brands allow consumers to lower search costs for products both internally and externally.

Consumers offer their trust and loyalty with the implicit understanding that the brand will behave in certain ways and provide them with utility through consistent product performance and appropriate pricing, promotion, and distribution programs and actions. Brand can serve as symbolic devices, allowing consumers to project their self- image (Kepferer, 2004).

Certain brands are associated with being used by certain types of people and thus reflect different values or traits. Researchers have classified products and their associated attributes into three major categories which are search goods, experience goods and credence goods .There is difficulty and interpreting product attributes and benefits so with experience and credence goods, brands may be particularly important signals of quality. Brands can reduce the risk in product decisions. These risks involve functional, physical, financial, social psychological and time risk (Bell,1997)

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1.2 The Coca-Cola Company: A Historical Background

Coca-Cola history began in 1886 when the curiosity of an Atlanta pharmacist, Dr. John S. Pemberton, led him to create a distinctive tasting soft drink that could be sold atsoda fountains.

Prior to his death in 1888, just two years after creating what was to become the world's Number One selling sparkling beverage, Dr. Pemberton sold portions of his business to various parties, with the majority of the interest sold to Atlanta businessman, Asa G. Candler. Under Mr. Candler's leadership, distribution of Coca-Cola expanded to soda fountains beyond Atlanta (Pendergrast, 2000)

1.2.1 Early Challenges

Among the biggest challenges for early bottlers, were limitations of the beverage by competitors coupled with a lack of packaging consistency among the 1,000 bottling plants at the time. The bottlers agreed that a distinctive beverage needed a standard and distinctive bottle, and in 1916, the bottlers approved the unique contour bottle. The new Coca-Cola bottle was so distinctive it could be recognized in the dark and it effectively set the brand apart from competition. The contoured Coca-Cola bottle was trademarked in 1977

1.2.2 Coca-Cola's Expansion into Tanzania

The Coca-Cola Kwanza (CCK) was established in 1952, when the first Coca-Cola bottled in Tanzania rolled off the production lines.

It was called Tanganyika Bottlers, it was owned by Greek businessman Aris Cassolis. Tanzania gained independence in 1961 and changed its name to Tanzania Bottlers in 1964, following the union of Tanganyika and Zanzibar.

In the decades that followed, growth was somewhat sluggish and the company changed hands. In 1995, when Coca-Cola Sabco became the majority shareholder in Tanzania Bottlers Ltd, the company's name again evolved to become Kwanza Bottlers, (meaning 'first' in Swahili), and later Coca-Cola Kwanza (CCK).

Today, Tanzanians enjoy a wide range of beverages, including Coca-Cola, Coke Light, Fanta, Sprite, Dasani and those in the Krest and Sparletta groups.

The company is situated in Mikocheni Industrial Area just off Bagamoyo Road within the City of Dar es Salaam.

1.3 Statement of the Problem

The issue of brand preference to customers has gained increasing attention in soft drinks industry in Tanzania. All the soft drink brands are marketed in the common channels of distribution except in the exclusive retail venues that companies bid to have. In supermarkets, these brands are sold side by side in the display shelf not giving a single brand any edge relative to the buyer. The measurement of consumers brand preference has been gauged by different soft drinks companies' management through number of complaints received from consumers. This has helped companies' managements incorporate consumers' perspectives as a way to create a culture where brand is deemed an important strategic goal for soft drinks industry (Kumar, 2001). Despite their many efforts and successes with brand competition into sales volume contribution, evidence shows that more work in this area is still needed. There has been little improvement of consumers brand preference of soft drinks industry in Tanzania. Branding, therefore, is an absolute necessity for a firm that seeks to capture, increase and retain the market share of its products; despite of increasing of sale the market for the product tend to fluctuate from time to time in more unfavourable trend (Kottler and Armstrong, 2004).

This research tried to find out factors that influence a consumer to opt for one product rather than another product of similar value. The study examined to understand this scenario by asking different question: How effective brands get a customer to buy a specific product?

Value, availability, consistency, reliability are considered key elements in customer satisfactions, do these elements contribute to the increase of sales to Coca Cola? A brand that guarantees these elements is more likely to capture a bigger market share than the competitor. Do Tanzanian consumers value these elements or are they impulsive consumers? How do they identify their products, and, what kind of brands influence consumer behaviour?

1.4 Objectives of the Study

1.4.1 Main Objectives

The main objective of this research was to investigate the extent to which the brand preference contributes to the growth of the firm's sales volume, with particular reference to Coca Cola Kwanza Bottlers (Tanzania) Limited.

1.4.2 Specific Objectives

This research accomplished the following specific Objectives;

i. To examine the effect and challenges of brand preference on product sales volume.
ii. To examine if the brand represents the company's image, competencies, and characteristics.
iii. To investigate whether a company's brand has sufficient influence over the competition to influence customers' spending behaviour and, hence, sales volumes.

1.5 Research Questions

1.5.1The Main Research question

The main question of this research was to investigate the extent to which the brand preference contributes to the growth of the firm's sales volume, with particular reference to Coca Cola Kwanza Bottlers (Tanzania) Limited.

1.5.2 Specific Research questions

This study addressed the following specific research questions;-

(i) What is the impact of effective brand preference on product growth and development?
(ii) What are the effects of brand preference on product sales volume?
(iii) What are the challenges associated with the product brand preference?
(iv) Does the brand represent the company's image, competencies, and characteristics?
(v) Does the brand have sufficient influence on the competition to influence customer' spending behaviour and, hence, sales volumes?

1.6 Significance of the Study

The findings of the study are of significance to companies seeking to increase their sales volumes through effective branding of their products in the Tanzanian market. It is also expected that the findings of this study will help companies to find out ways of designing new strategies for branding a products.

Besides being a key contribution to the existing body of knowledge on branding and consumer behaviour, the proposed study will be particularly useful to consumer organisations and customers. It will also be useful to companies as it will highlight customers' views and preferences in the Tanzanian market.

Findings made in this study are also to serve as a reference point to scholars and experts in the field of Marketing and Consumer Behaviour.

1.6 Limitation of the Study

As is common with most research studies, free access to information may be challenging to the researcher. Information on sales volumes, strategies and information on the competition is usually a closely guarded secret of most companies. Tact may have to be employed to access such information.

Company policies on access to sensitive and confidential information will therefore pose a significant challenge.

1.7 De-Limitations of the Study

As the research focus on the branding strategies and consumer behaviour of a key, well-established , well- funded multi-national subsidiary, Coca Cola Kwanza Bottlers (Tanzania) Limited, the role played by lesser-known Tanzanian companies not to be addressed.

Therefore de-limiting since the smaller, less-funded, local companies may have better branding strategies but they shall not be the focus of this research study.

Findings of the proposed study therefore only be applicable to the Tanzanian market since what appeals to a Tanzanian consumer may not necessarily appeal to a consumer in more developed markets. Being an emerging market, Tanzania has a less-developed advertising industry, hence, differs from other markets.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter is divided into three parts the Theoretical Literature Review, Empirical Literature Review and Research gap. The theoretical literature review explains various literatures related to the topic while the Empirical part shows how other part researchers talked about the same topic, Research gap shows that have not been revealed on the study concerned.

2.2 Theoretical Literature Review

2.2.1 Brand definition

John Murphy (2003) defines; a brand is a complex thing. Not only is it the actual product, but it is also the unique property of a specific owner and has been developed over time so as to embrace a set of values and attribute , both tangible and intangible , which meaningfully and appropriately differentiate products which are otherwise very similar.

According to Malcolm McDonald (2002), “Brand” is a name or symbol which identifies a product. A successful brand identifies a product as having sustainable, competitive advantage.

2.2.2 Branding

Kottler and Keller (2006) explain branding as endowing products and services with the power of a brand. It is all about creating differences. For branding strategies to be successful and brand value to be created, customers must be convinced that there are meaningful differences among brands in the product category. Consumers must not think that all brands in the category are the same.

Branding can be applied everywhere a consumer has a choice. Physical goods, a service, a store, a person, a place, an organisation, or an idea, can be branded.

2.2.3Branding Approaches

(i) Company name: Using only the company name for branding in this case, a very strong brand name is given to a range of products e.g. Mercedes-Benz or a range of subsidiary brands e.g. Cadbury Dairy Milk.

(ii) Individual branding: Each brand has a separate name which may even compete against other brands from the same company e.g. Omo, Surf by Unilever.

(iii)Attitude branding: Naomi (2000) describes attitude branding as a fetish strategy. It is the choice to represent a larger feeling, which is not necessarily connected with the product or consumption of the product. e.g. Apple Inc, Nike.

(iv)Iconic brands: Having aspects that contribute to consumers' self expression and personal identity. Identity brands are those whose value to consumers comes primarily from having identity value. Some of these brands have strong identity that they become "cultural icons" which makes them "iconic brands" e.g. Nike.

Holt (2004) states four key elements to creating iconic brands:-

(i) Necessary conditions: The performance of the product must be preferably with a reputation of having a good quality

(ii) Myth taking: A meaningful story must be fabricated and these must be seen as legitimate and respect by customer for stories to be accepted.

(iii)Cultural contradictions: A difference with the way consumers are and how they wish they were.

(iv)The cultural brand management process: Actively engaging in the myth-making process making sure the brand management its position as an icon.

(v) "No brand" Branding: this means "No Label". Here products are branded. It means that little is spent on advertisement or classical branding is therefore actually branding as the brand is made conspicuous through its absence.

(vi) Derived brands: In this case, supplier of key component used by a number of suppliers of the end-product may wish to guarantee its own position by promoting the component as brand in its own right. The most recent example is Intel which secures its position in the PC market with the slogan "Intel Inside".

2.2.4 Choosing Brand Elements

Brand elements are those trade markable devices that serve to identify and differentiate the brand. Most strong brands employ multiple brand elements. Like Nike has a distinctive logo "swoosh", the empowering slogan "Just do it" and the mythological name "Nike" based on their victory. Brand elements can be chosen to build as much brand equity as possible. Solomon, (2003).

2.2.5 Criteria for Choosing Brand Element

(i) Memorable: Knowing how easily the brand element is recalled, how it is easily recognized. Short brand names can be useful here e.g. Omo.

(ii) Meaningful: Knowing to what extent the brand element is credible, knowing if it suggests something about a product ingredient or considering the meaning of the brand name.

(iii) Likeability: Knowing how appealing the consumers find the brand element. Knowing if the product is visually or verbally likeable.

(iv) Transferable: Determining if the brand element can be used to introduce new products in the same or different categories. Knowing to what extent does the brand elements add to brand equity across market segments.

(v) Adaptable: Getting to know how adaptable and updatable in the brand element.

(vi) Protectable: Knowing how legally protectable is the brand element, how competitively protectable

The above six criteria can be classified into two. The first three can be characterized as “brand building” in terms of how brand equity can be built through the judicious choice of a brand element. The latter three are more “defensive” and are concerned with how the brand equity contained in a brand element can be leveraged and preserved in the face of different opportunity and constraint.

2.2.6 Brand-Driven Marketing Performance

Traditionally, consumer packaged goods (CPG) issues have dominated academic research on brands. Brands represent the full value delivered to the customer (Fahey et al 1998). In essence, the brand conveys information about the intangible components of an offer. As such the potential impact of branding in non-CPG markets such as business-to-business (B2B), services, and technology is high due to the great intangibility of the underlying offer. The vacuum in academic research in these industries needs to be filled. New insights, frameworks, and methodologies for managing brand value outside the traditionally CPG domain are, as of now, relatively unexplored areas of study. Primary research priorities include the categories of brand finance, private label brand interactions, brand dynamics, and response models. Research efforts also include B2B brands, service brands, and technology brands (Kotler, 2000).

2.2.7 Brand Finance

Traditionally, the important assets in a business have been thought of as tangible. These assets such as land and the capital equipment are on the balance sheet and are managed with metrics like 'return on assets.' Over the last century we have seen a change in the value creation centers of companies shift from the tangible to the intangible. With relative ease these days in access to capital, the value of tangible assets is readily imitated by the competition, meaning the value to the firm is minimized. The true locus of value creation in firms today is rooted in the off balance sheet intangibles. This includes the value of intellectual property, know-how, customer relations, partner relations, and the firm's brands. The words of wisdom "what is measured gets managed" holds true for these intangible assets. However, the problem is since these intangibles are often not measured their value is indeterminate. And if you do not know the value of an asset how can you manage it? New research studies should be leading the effort to develop insights and tools in brand finance to alleviate this predicament.

2.2.8 Private Label Interactions

Private label and national brand interactions are an increasingly important area of concern for B2C. Private label brands grew phenomenally in the 1990's. From a humble start as generic goods (bold black type on a white package) private label brands have expanded throughout numerous product categories and represent better quality than ever before. Some private label retailers contract with OEMs, and others are even backward integrating. Private label goes beyond the arena of consumer packaged goods to include pharmaceuticals, and technology goods. In the personal computer market 'white boxes', named for the non-branded carton they are shipped in, make up an estimated 25% of the market (Keller, 2000). There are many interesting business questions to answer with regard to private label brands. What are the reason for success of private label in certain categories and not others? How do the private label brand managers view the rules of competition? What should national brands be doing to best compete in this new mixed competitive environment? When should national brands also license their goods to private label brands? How should private label brands position against national brand?

2.2.9 Brand Dynamics

The product lifecycle model is a helpful construct to frame branding issues. Of course, not all brands follow the full product cycle, such as fads like Pokémon cards. However, many brands do face different challenges in various phases covering launch, growth, maturity, and revitalization and end of life. Research that develops insights or methodologies for better managing brands across the lifecycle for continuously superior performance is needed.

Business-to-Business (B2B) brands are those that represent goods consumed or transformed ultimately into consumer goods. Some B2B goods are found as ingredients in retail (B2C) goods. Others manifest within the realm of social goods. For example, a new non-lethal stopping weapon purchased by the police force becomes a "safety and protection service" for society. Some B2B brands are passed through to the end consumer relatively unchanged, such as pharmaceuticals. Within each of these categories there are unique research questions awaiting investigation.

2.2.10 Services

Service markets, especially health services, finance, insurance and real estate are particularly attractive industries for utilizing effective brand strategy. And the airline business is an example of where brand value is often reluctantly applied. However, since most of the framing in academic research has focused on consumer packaged goods, brand managers in the service industries are often flying by imprecise intuition.

2.2.11 Technology

The pace of change in high tech markets is very rapid and by its nature it is often driven by technical engineers who often misunderstand the role of brands and thus drive their businesses swiftly into the ground. Some tech brands "get it". Microsoft and Intel are two of the most valuable brands in the world. And Apple has a community that rivals Harley Davidson in its enthusiasm. Yet there is great potential to help a multitude of technology businesses by developing insights and knowledge about how to build brands in this uniquely challenging environment.

2.2.12 Return on Marketing Investment

Many academics and practitioners view the "New Marketing Paradigm" to be linked to the creation of shareholder value (Day and Fahey 1988). This viewpoint also proposes that marketing is involved in the building of intangible marketing assets, such as relational and intellectual assets (Srivastava, Shervani and Fahey 1998). As the view of marketing shifts to that of creating wealth for the shareholder, the role of market research has changed in a number of different ways. While market research in the old paradigm largely played the role of linking consumers with the sellers, the new paradigm requires it to broaden its boundaries.

Financial marketing, the attempt of linking finance with marketing, is now taking centre stage and is having a wide spread impact in a number of organizations. The pressure has been growing on corporate marketers to demonstrate a return on marketing investment and a contribution to the company's bottom line.

The focus of this area is on how advanced marketing analytics can be used to quantify and measure the financial impact of alternative marketing strategies. Thesis proposals are invited from all methodological perspectives. These may be related to the following areas:

i) Market based assets
ii) Marketing science models
iii) Portfolio Analysis
iv) Demand analysis
v) Return on Marketing Investment (ROMI)
vi) Marketing mix measurement
vii) Value-based marketing
viii) Resource based perspectives

ix) Shareholder value
x) Brand valuation tools
xi) Information-based marketing

Brands are important to users in term of:-

i) **Choice**- choice works in two ways. First, consumers have much more choice over where to spend their money and, thanks to technology and globalization; those choices are becoming almost limitless. But that in itself has created a crowded and competitive marketplace. A good brand can save the consumer time and effort and act almost as a shorthand device of trust when making a choice between competing products. Consumers choose between brands, in part on the basis of the value for money they provide, but also for reasons of function and emotion. Brands help consumers decide what to shop and manage their money.

ii) **Relevance**- Brands often evoke strong rational and emotional responses and have been described as a powerfully held set of beliefs by the consumers. Successful brands create a special relationship between the customer and the company by meeting not just functional but also emotional expectations in their experience with the products/services and the way they are presented. The brand's consumers choose can reinforce their self-image and generate peer-group approval. They can thus be a form of social shorthand, with a consumer willing to pay a premium. Brands can also offer inspirational targets, as well as putting people in touch with like-minded individual.

iii) **Satisfaction**- A good brand reduces the risk of a potentially poor choice and offers the consumer a guarantee of consistent performance, quality and thus satisfaction. While many consumers are happy to shop around, they are unwilling to risk their money on a product which they fear may not deliver the desired satisfaction or performance.

iv) **Sustainable advantage-** Brands are a company's prime asset and the foundation of the business. They are the source of revenue and profitability and the key to future prosperity. They are the reason for consumers' preference. Often 40-75% of company's profits may be attributed to brands. Successful brands not only promote loyalty and even advocacy among customers, but they also generate price premiums and form the platform for long-term growth with the ability to use the brand franchise to move into new segments or even sectors.

v) **Dependability** - The realisation that brands, although intangible assets, have substantial worth has focused their owners' minds on protecting them. That coincides with a worldwide trend in intellectual property which makes that protection feasible and comprehensive. A trademark is thus an important part of brand strategy. It acts as a powerful differentiator between goods and services, it indicates the source or origin of those goods and services, it acts as a signal for quality built up in a brand over time.

According to Malcolm McDonald (2002), "Brand" is a name or symbol which identifies a product. A successful brand identifies a product as having sustainable, competitive advantage.

It will be clear that here we are talking about not just a physical product, but a relationship with the customer, a relationship that is personified either by the company's name or by the brand name on the product itself. IBM, BMW and Shell are excellent examples of company brand names. Persil, Coca-Cola, Foster Lager, Dulux Paint and Castrol GTX are excellent examples of product brand names.

Most people are aware of the Coca-Cola / Pepsi-Cola blind taste tests, in which little difference was perceived when the colas were drunk(blind).On revealing the labels, however, 65 per cent of customers claimed to prefer Coca-Cola. This is one of the best indications of the value of what is referred to as the “product surround”. That it is a major determinant of commercial success there can be little doubt. When one company buys another, as in the case acquisition, it is not just to buy the tangible assets which appear on the balance sheet, such as factories, plant, vehicles and so on, but the brand names owned by the company to be acquired.

This is because it is not factories which make profits, but relationship with customers and it is company and brand names which secure these relationships.

It is also a fact that, whenever brand names are neglected, what is known as “the commodity slide” begins. This is because the physical characteristics of products are becoming increasingly difficult to differentiate and easy to emulate. In situations like these, one finds that purchasing decisions tend to be made on the basis of price or availability in the absence of strong brands.

Business history is replete with examples of strong brands names which have been allowed to decay through lack of attention, often because of a lack of both promotion and continuous product improvement programmes.

According to Richard Wilson and Colin Gilligan (2007), “Brand Strategies” is a fundamental element of any product strategy. Brands are designed to enable customers to identify products or services that promise specific benefits. As such, they are a form of shorthand in that they create a set of expectations in the minds of customers about purpose, performance, quality and price. This in turn allows the strategist to build added value into products and to differentiate them from competitors.

Because of this, well known brand names such as Nike, Microsoft, Nokia, Intel, Disney and McDonalds are of enormous strategic and financial value, and are in many cases the result of years of investment in advertising, positioning and distribution development. The significance of this , in the case of Coca-Cola , has been highlighted by the suggestion that the company's brand name is now worth far more than the gross national product of many nations. It also helps to explain why pirating of brand names has developed with enormous rapidity over the past decade.

In developing a brand strategy, an organization can pursue one of four approaches:

(i) Corporate umbrella branding
(ii) Family umbrella branding
(iii) Range branding
(iv) Individual branding

The first of these – Corporate umbrella branding is used by companies such as Heinz and Kellogg's in which the company's name is attached to the entire product portfolio. In the case of Heinz, for example, the umbrella is used to cover a wide variety of food products, including soups, beans, baby foods and sauces such as Heinz tomato ketchup. For Kelloggs , the corporate brand covers Special K, Corn Flakes, Frosties, Nutri-Grain and many other breakfast cereals.

Family umbrella names, by contrast, are used to cover a range of products in a variety of markets. A case in point is Virgin, with its Virgin brand covering trains, rail travel, mobile phones, music production, and financial services.

Range brand names are used for a range of products that have clearly identifiable links in a particular market. An example of this is Ford's retention of the brand names of companies such as Volvo, Aston Martin and Jaguar that it has acquired. The rationale for this is straightforward in that each of the companies is targeted at distinct market segments and brings with it brand heritage and set of loyalties that would be eroded if the parent company's name was to replace it.

The fourth approach is “Individual Brand” name is typically used to cover one type of product in one type of market, possibly with different combinations of size, flavour and services options or packaging formats. Examples of this include Lucozade, Marmite, Penguin and Dove.

2.2.13 Approaches to Brand Development

To be truly effective, a brand strategy has to develop over time and reflect environmental conditions. This is therefore a need for brand development, the key elements of which involves a detailed understanding of:-

(i) Current perceptions of the brand amongst customers and the trade
(ii) The expectations of both customers and trade
(iii) The strengths and weaknesses of each brand within the portfolio
(iv) The value of each of the brands
(v) The links that exist between the different brands owned and the nature and significance of any overlaps and gaps
(vi) When and where new brand names need to be developed
(vii) The scope that exist for licensing
(viii) The opportunities for brand stretching
(ix) Probable competitor moves
(x) Corporate expectations of the brand, something that highlights the need for a brand development plan.

The starting point for this involves analysing the brand in order to understand in detail what it means to customers and how much it is worth. In doing this, the strategist need to identify the core values, the scope that exists for extending the brand name into other product or market sectors, and the area must be avoided at all costs.

The core values relate to the essential meaning of the brand and can be subdivided into the inner core values or intrinsic qualities, which if altered would seriously damage the brands integrity, and the outer core values, which have a greater degree of flexibility.

From here, the strategist needs to move on to consider the interrelationships between the brand names used. In the case of the Volkswagen Golf GTi, for example, Volkswagen is the umbrella name, Golf the model, and GTi the designation for performance. The issue here, therefore, is the extent to which names can be used, how they might be extended and how they might be used in combination with other models in the range.

The third stage involves deciding how far brand names can be stretched and still be meaningful. A company that has done this with considerable success in the 1990s is Mars which, having developed a very strong brand name and image with Mars Bars, then stretched the name into a Mars drink and Mars ice-cream. Similarly, Johnson & Johnson, best known for its baby care products, stretched its brands name to cover a range of toiletry products for men, while Marks & Spencer stretched its name for clothes into foods, home furnishings and financial services.

As an alternative to brand stretching, or indeed in addition to brand stretching, the strategist can opt for the development of new brand names. There are of course, significant costs associated with this, particularly when put against the background of the traditionally high failure rate of new products. Estimates of the costs of successfully developing a new brand name vary considerably, but as a broad rule of thumb in the food or confectionery market it is unlikely to be much less than 3-4 million. Again, therefore, the strategist needs to tread carefully and consider developing a new brand name only when certain criteria can be satisfied. These include

(i) The product has a series of distinctive values
(ii) The consumer benefits are both strong and obvious
(iii) Acceptance of the new product is highly likely

(iv) When using an existing brand name would be inappropriate because there is little apparent linkage between the existing and new products
(v) When using an existing name would weaken the novelty impact of the new product.

For those organizations with very strong brand names there is often scope for generating additional profits by means of licensing. Among those to have done this with considerable success is Disney.

The final stage of any brand development stems from the need for an explicit development. There is little real evidence to suggest, despite the growing recognition of the need for planning, that this extends into the area of brand name development. Because of this, and because of the significance of the brand name, the strategist should concentrate upon developing a brand development plan showing how each brand name is to be used over the next five years. In doing this, the strategist needs to consider five keys.

(i) What does the brand mean today and what do we want it to mean in three and five year's time?
(ii) What line extensions and new products do we wish to develop under this brand name?
(iii) What changes in market needs and consumer demographics do we foresee they will require us to modify or change the brand meaning?
(iv) What are the detailed plans by year for achieving these changes in the next five years, and what are the sales, spending and profit implications?
(v) Bearing in mind the new markets we wish to enter, which ones can be covered with existing brand names and which need new brand names?

A final issue that needs to be considered at this stage stems partly from the developments taking place in the media as a result of the emergence of the larger pan-European and global media footprints that have emerged as the result of satellite broadcasting, and partly from the growing internationalism of companies. The combination of these factors had led several manufactures to consider their branding policies. Whereas previously different brand names have been used for the same product in different countries, there is now a move towards a greater commonality. Among those to have done this is Mars, which changed the name of its marathon bar to snickers.

2.2.14 Developing a brand strategy

For many organizations, branding is a fundamental element of the product strategy and provides the basis for a customer franchise that, if managed effectively, allows for greater marketing flexibility and a higher degree of consumer loyalty. However it needs to be recognized that branding involves a great deal more than simply putting a name on a package. Instead, it is only in this way that the organization is able to promise and continue to deliver to the consumer a superior value than that offered by competitors (Doyle, 1998).

It follows from this that any brand strategy is, of necessity, a long-term process that involves an investment in and commitment to the development of the brand over time. The long –term perspective involves the dovetailing of a number of issues, but in essence can be seen to be concerned with the two principal issues that emerge from our discussion above.

Where the brand is currently and how it is perceived, How the brand is to be perceived in three, five and ten years' time, and how this might best be achieved. With regard to the first of these, the starting point for any brand strategy involves identifying;

(i) The brands current market positioning
(ii) Competitors positioning strategies and resources bases
(iii) The ways in which the market is likely to develop, and the implications of products, brand and market life cycles
(iv) Customers perception of the portfolio of brands in the market

(v) Customers expectations and the extent to which these are being met both by the brand and its competitors

(vi) Levels of customers loyalty across the market

(vii) Distributors expectations and how they are being met by the various players in the market

(viii) The financial , managerial and operational resources that can be called upon in managing the brand

(ix) The bases of competition

(x) The relative importance of the brand to the organization

(xi) Managerial expectations of the brand.

Finally, in developing the brand strategy, the planner needs to give consideration to a series of financial issues, including the margins and contributions to the brand is required to generate in both the short and the long term, and the levels of investment that the brand needs if it is to achieve the objectives set.

2.2.15 The erosion of competitive advantage and the (greater) role of the trust brand.

One of the most significant and far-reaching themes that is relevant to this discussion relates to the ways in which the vast majority of markets today are very different from those of say, ten and even five years ago. These differences which are the result of a variety of forces, including globalization, higher and often more desperate levels of competition, customers who are far more demanding and discriminating, less loyal and more willing to complain; and a series of technological shifts that have led to a shortening of life cycles- have had a series of implication for each of the elements of the marketing mix.(Edquist, 1997).

In many markets, one of the most significant of these implications has been the extent to which particular parts of the mix are able to contribute to significant-and sustained – competitive advantages has been reduced. In fast moving and highly competitive markets, for example, the speed with which firms copy others has increased greatly. As a result, differentiation through the product has all but disappeared. Equally, because many organizations use similar forms of distribution and have broadly similar levels of costs, the ability to differentiate through distribution and price have also been reduced. Faced with this, many marketing planners have shifted their attention to the brand and the role that it is capable of playing in creating and maintaining and differentiation and advantages.(Bell & Pavit, 1997).

Brands, which are in essence a form of shorthand that creates expectations about purpose, performance, quality, and price, are therefore potentially enormously powerful and provide the basis not just for a higher profile in the market, but also for higher levels of customer loyalty and the freedom to charge a price premium. Given this, the effective and proactive management of the brand is, for many organizations essential.

Dave (2004) says “a strong brand is conceived in vision and born through integrated marketing communications”,

A wise manager today understands the importance of building strong brands. Strong brands deliver higher profits, create loyal and price inelastic customers, and build long-term value in the business.

What every brand manager should also realize is that each brand owned by the organization also has a unique opportunity to foster the corporate mission and tap the guiding vision of the organization. Brands that do not connect to or support the mission of the organization squander an opportunity to add value to the organization in a strategically significant way.

2.2.16 Pitfalls in rational brand management

One often sees organizations whose messages and brand values are so far removed from the overall organizational mission that, if viewed in isolation, they reflect no connection to the core values of the organization. This disconnect represents a missed opportunity to build stronger, more valuable brands and organizations.

2.2.17 Brand strategy starts here

Before any marketing communications message is drafted or any specific, individual brand strategy is laid out, one should first explore or re-visit the stated goals, mission, and vision of your organization. Each brand is then examined to ensure that the promises made by each brand are fostering the overall organizational objectives and advancing the principles of the organization's mission. Each brand should support overall vision and mission in some way. By tying brand promises to corporate goals, one is building not only strong brands, but also leveraging your marketing investments to build a company that is worthy of enduring. This is done through the brand audit process.

2.2.18 Brand Audit

A brand audit is a comprehensive examination of a brand that will provide a snapshot of where your brand stands today while providing insights as to what new sources of equity might be built upon in the future. During the brand audit, you will uncover your brand's sources of equity and determine the health of your brand. The brand audit will also allow you the opportunity to ensure that your brand messages are connected to your overall mission and supporting its tenets by assessing and possibly refining your brand's positioning when you are clear that the brands owned by your organization are indeed fostering your mission and have audited your brands do you proceed in creating marketing communications messages.

2.2.19 Brand Equity

Brand equity is the combined measure of brand strength and consists of three sets of metrics: knowledge, preference and financial as has been explained in Asian Brand

Strategy. Each of the measures under these three metrics is critical and the boardroom must ensure that the brand portfolio scores high in each of these parameters to optimize the financial outcome from strong brands.

Knowledge metrics measures a brand's awareness and associations through the many stages of recognition, aided, unaided and top of mind recall. Similarly the functional and emotional associations of a brand are important drivers of brand equity. It is crucial for brands to score high on both awareness and association attributes to establish and sustain their presence in the market place

Aaker Model: Aaker (2004), views brand equity as a set of five categories of brand assets and liabilities linked to a brand that add to or subtract from the value provided by a product or services to a firm and customers.

The categories include:

(i) Brand loyalty
(ii) Brand awareness
(iii) Perceived quality
(iv) Brand association
(v) Other proprietary assets

Aaker sees an important concept foe building brand equity an "brand identity". Brand identity is a unique set of brand associations that represents what the brand stands for and promises to customers. Brand identity according to Aaker has four perspectives:

(i) Brand as a product
(ii) Brand as an organisation
(iii) Brand as a person
(iv) Brand as a symbol.

Aaker also conceptualizes that brand identity includes a core and an extended identity. The core is most likely to remain constant as the brands moves to new market while the extended identity includes various brands identify elements, organized into cohesive and meaningful groups.

2.2.20 Integrated Marketing Communications

Effective marketing communication messages communicate brand values that help fulfill the mission of the organization. These messages should be created and communicated within an Integrated Marketing Communications framework that ensures that they remain clear, compelling, consistent in voice, and unified across all marketing communications channels. In short, your brand should be communicating the same things regardless of the communications medium chosen and should be communicated using *multiple channels* of communication.

It is helpful to create a written list of core brand values and establish copywriting "brand talking points" that act as guidelines to ensure that your messages are communicated in a way that is unified, effective, and emotionally engaging. If you cannot ensure that your brand's marketing communications will be created by a single, highly qualified person or entity then you would be wise to appoint a Marketing Communications Manager for your brand to ensure that the messages comply with brand communication guidelines.

2.2.21 Internal branding

In additional to tying each and every brand communication to core brand values and the overall mission, the wise business leader further understands the importance of hiring and developing people who personally identify with brand values and the mission of the organization.

Internal branding is an essential part of the branding process because without internal brand alignment there is no way to externally project a cohesive brand message.

Ensuring that each and every employee understands the promises the brand makes is essential to the cultivation of organizational behavior that accurately reflects your values, mission, brand, and business strategy.

Kotler and Keller (2006) explain branding as endowing products and services with the power of a brand. It is all about creating differences. For branding strategies to be successful and brand value to be created, customers must be convinced that there are meaningful differences among brands in the product category. Consumers must not think that all brands in the category are the same. Branding can be applied everywhere a consumer has a choice. Physical goods, a service, a store, a person, a place, an organisation, or an idea, can be branded.

2.2.22 Brand Identity.

They are the attributes that the owner associates with the brand; how the owner want the consumers to perceive the brands, a product brand identity may acquire, gaining new attributes from consumer perspectives. Therefore, brand association becomes handy to check customers' perception of the brand, Brand identity needs to focus on authentic qualities, real characteristics, of the value of brand promise being provided and sustained by organisational or production characteristics Schmidt et al (2002).

2.2.23 Brand Tracking

Tracking collects information from consumers on routine basis overtime. Tracking employs quantitative measures to provide marketers with current information about their brands and marketing programs are performing. Tracking is a means of understanding where, how much, and what ways brand value is being created.

Tracking helps managers by providing consistent information to facilitate their operational decisions.

2.2.24 Brand Valuation

Brand valuation deals with the job of estimating the total financial value of the brand. Companies like Nestle base their growth on acquiring and building rich brand portfolios in the world's largest food company.

2.2.25 Product availability

"A product should always be within an arm reach of a consumer"- Jensen – CEO, CCSABCO, 1997 – 2006. This statement bring into light a fully and perfect idea of product availability; however; availability is discussed in two ways; according to Reynold (2000); availability concepts starts from the material receiving process, and a question here is does a company have right resources in terms of material requirements to produce such a product? And after satisfying that it has the right material requirement, it goes further asking, if it can produce what is required and demanded by customers and here it is where product availability level one emerges. Product availability level one refers to available stock at warehouses and store to be taken out for sales. While product availability level two, refers to available products in the market. From the statement from Martin Jansen, it simply means that, it is not sold if it is not available. It is therefore necessary to note that, whenever products are available in both levels, it attracts more customers / consumers and so commanding high sales volume than when it is not available.

2.2.26 Company and product image

This is very important aspect; image represent perception in terms of feeling and understanding that public has over a company or product. (Fill, 2004)

Once a company image is bad, poor and weak it will definitely have serious reparation to products belonging to that company. It will hence, drop its value, sales and perceived value of company's products.

In most cases, companies strive to maintain their images and goodwill through involving in corporate social responsibilities, sponsorship, sampling and discounts / giveaways. When company image or product image is destroyed, market share of a particular product / company in question drop significantly and if a serious effort will not be done, the company or a product may collapse.

2.2.27Customer and brand loyalty

According to Fill (2004); brand loyalty refers to customers / consumers who have been using the brand for many years hence; become loyal to it. It can be measured using a “sympathize” concept, which connotes, a degree of attachment a customer has for the brand. The more people become loyal to your brand, the more the market share and vice-versa is true. Hence, many companies strive to recruiting loyal customers to ensure they have guaranteed customers who will of-course help maintaining and growing market share. According to Lovelock and Writz (2004); brand loyalty is interchangeably used in place of brand love. Brand love has a lot of impact on consumer buying decision as the more brand love scores increases, the more the market share and vice versa. According to Lovelock and Writz (2004); the highest degree of brand love a consumer has over a said product result into brand affinity; which means, a brand is becoming part of consumer’s everyday life. This will henceforth; ensure constant sales volume, growing sales volume, market share increase and profit maximization as it reduces promotion expenses and other sales related cost.

2.2.28 There six ways to Create Brand Loyalty

1) Be Better than Anyone. What is your one thing and how can you do it better than anyone? This is not to say to only have one product but more to focus on what you really do better than anyone else. Being better than anyone else does not allow for consumers to consider alternatives as they know that they cannot receive what they get with you elsewhere. *Chris Brogan* says it best in his *Do One Thing Very Well*post.

2) Belonging. Create a sense of belonging whether it be via a "community" that is exclusive to your brand to give people a reason to want to wear that badge. Answer why should they be associated with you and loyal to you. Go beyond them have a great product and identify why people would want everyone to know that they are connected to you.

3) Credibility. This is more than doing what you say you will or a product that does what you say it will. Remember we are talking about how to build loyalty with the tools available. You may have a great product, message but your marketing materials are photo copied or a profile that is a template and not reflective of your brand identity. Well done, aesthetically pleasing and user focused organized websites, materials and profiles give a sense of credibility which leads to trust.

4) Accessibility. This ties into belonging as if the "right" person is accessible, people want to be a part of that to say that they "know" this person or the CEO of the company reached out to me. This is where the humanization of the brand comes in as we are able to connect and really let people know that behind the brand is a consumer, family man/woman, etc who eats lunch, drinks coffee, etc.

5) Connectionability. How do you speak to your audience? Learn to talk like they do or teach them how you want them to talk about you. This is widely used with tag lines and the brand message however there are times that a brand takes on a new "language" that is driven by the audience. Know this and adopt it (so long as it is what your brand represents). Outside Nevada, it is pronounced Na-vah-da where locally it is Neh-vada. While some may use the outside version locally to grab

attention, the focus goes off of the product/service and becomes about how the name is not pronounced properly.

6) Repeat. Stay on top of what consumers are saying and avoid being stale or changing too fast. Brands have a very long shelf life and those that are on top of where change or the shift in the mindset of consumers is able to adapt and maintain loyal customers. Be proactive and not reactive to try and pull people back as once they are gone, they are gone.

Brand loyalty is more than the product itself. Yes, it has to perform well, actually better than any alternative so there is no alternative in the mind of the consumer but place this more in the aspect of behavior. Socially how does your product fit into their social development and why should it? Why should they want to be a part of your brand and what emotionally will they gain? In some areas it will be the perceived value vs. the quality (think laundry detergent) where with a television shows it is about the connection to the characters and the plot.

What have you done to create brand loyalty? Is brand loyalty more about perception and being socially acceptable than it is about the product/service itself?

2.2.29 Brand Packaging

According to Fill (2004); Packaging gives an impression of a product, and that, branding should give a customer a reason to buy, hence; it should be attractive, appealing to customers.

Kottler and Keller (2009); maintained that, packaging will make a useful contribution to marketing of brands if the packaging satisfies consumer needs. Kottler and Keller (2009); emphasized by saying "*there are various perceptions across different packages".* A product can be consumed because of a good looking package and may appeal in different ways to different group of people in a society. According to Saleem (1993); packaging goes with fashion, age group, living standard and sex. A baby product has to carry a package with it that is attractive and appealing to children, so is the case, with age group, sexes etc. a product in a wrong package will always be rejected and / or suffer to penetrate in the market. Once this is the case, sales volume is affected, and hence, market share is affected too.

2.2.30 Brand awareness

According to Fill (2004), brand awareness is the ability to recognize or re-call the brand name. Saleem (1993), goes into details by saying that; it is a totality of understanding, perception and ability to re-call, use and apply the brand in creating value to one self. It is highly supported by marketing communication components especially, advertising, sales promotion and publicity. According to Kottler and Keller (2009), high level of brand awareness, entails high level of sales turnover, which entails a growth in sales volume hence, market share improvement. "*A company whose brand awareness before its consumers is poor is a dead company" – Greg Bull, The Coca – Cola Company; 1992*

2.2.31Product / brand perceived quality

According to Lovelock and Wirtz (2004), product perceived quality is more psychological and so involves perception that a customer puts unto the product. According to Reynold (2000), perceived quality in customers' view is divided into two forms; perceived quality and perceived value. With perceived quality it refers to how customers look and perceive the quality of the product. If a product is perceived to be superior in quality it will obvious sell more and hence capture a huge market share.

The low and poor quality product will attract attention of the few who quality to them is not an issue of concern rather; each product to them is ok so long it serves the same purpose.

According to Dwivedi (2002), due to social economic classes and groups; perceived value concept has emerged, and it refers to the way customers perceived company's product in terms of price. Here, two words represent the evaluation of customer perception; affordable and not- affordable. Once a product is perceived to be affordable it hence touches feelings and life of many customers and so many will prefer such a product at the expense of perceived high price and non-affordable products. In this situation, affordable product sales volume will grow and hence growing the market share too.

2.2.32Promotion

According to Kottler and Keller (2009), Kottler and Amstrong (2004), Fill (2004),Promotion consists of sales promotion, advertising, personal selling, direct marketing and publicity and public relation.

All components contribute to stimulate sales and so growing sales volume. Promotion plays major roles of recruiting new customers, creating awareness, encourages trials and taste especially through sales promotion, discounts, dealer loader, experiential activities etc. it further, provide knowledge about use, application and other necessary information, retention of customers etc.

Advertising is not a direct and immediate sales effect and driver tool, but, sales promotion, personal selling and direct marketing are immediate high volume drivers. Publicity, deals more with creating a company image to the general public, protecting it and making sure customers maintain a positivism ideology with the company.

Non effective promo tools, planning, designing and application may leave the company spending money without realizing any gain in sales volume, sales revenue and market share. If these tools are not in place or in place bur wrongly applied and utilized; it will result into loss in sales volume hence loss in market share.

According to Chege and Kibera (1993), advertising can either be above the line or below the line. With above the line, focuses much on bill boards, radio and television adverts, news papers inserts etc; thus; targeting a large multitude (coverage) while, below the line focuses on limited area (location) with much attention given to point of sales materials (POS materials) such as posters, banners, flyers, direct mails etc.

According to Fill (2004), promotion provides two major strategies which are "pull" strategy and "push" strategy. A "pull" strategy stimulates consumer demand through channels, thereby, encouraging trial and frequency of the targeted brand. Rather than trying to sell to intermediaries such as retailers, a company using "pull" strategy focusing its promotional efforts on end consumers. And here hence; as consumers begin demanding the brand / product, the retailer will be forced to order the brand / product from the company. Consumer demands for a product will basically, "pull" the brand / product through intermediaries.

"Push" strategy on the other hand, are inducement to retailers, wholesalers in order to get them to stock adequate levels of company's brands. According to Kibera and Chege (1993), a deal is normally when product is issued in a promotion to encourage dealers to purchase larger quantities of stock than normal and then, sell the stock at a price lower than the recommended retail price.

In attempt to emphasize the importance of promotion in realizing and increasing sales volume; Kibera and Chege said; *"sales without promotion is like blinking an eye a pretty and beautiful.*

2.2.33 Brand Parity and Brand Extension

It is the perception of the consumers that all brands are equivalent. Brand extension means that existing strong brand names can be used for new or modified products. For instance, Evans Cipla extended their brands to Antiulcer ants, Antiretroviral, and others. Keller (2006), explains multi brands as a situation where a producer launch new brands with his existing strong brands to gain a market share for the new products.

2.2.34 Branding Approaches

(i) Company name: Using only the company name for branding in this case, a very strong brand name is given to a range of products e.g. Mercedes-Benz or a range of subsidiary brands e.g. Cadbury Dairy Milk.
(ii) Individual branding: Each brand has a separate name which may even compete against other brands from the same company.
(iii) Attitude branding: Naomi (2000), describes attitude branding as a fetish strategy. it is the choice to represent a larger feeling, which is not necessarily connected with the product or consumption of the product. E.g. Apple Inc, Nike.
(iv) Iconic brands: Having aspects that contribute to consumers' self expression and personal identity. Identity brands are those whose value to consumers comes primarily from having identity value. Some of these brands have strong identity that they become "cultural icons" which makes them "iconic brands" e.g. Nike.

2.2.35 Goals of Branding

John Doerr and Mike Schultz (2007), most powerful professional services branding of all in goals of branding while the high priests of branding would like you to think there is some secret, difficult to comprehend goal of branding, there isn't. It really quite simple and can be distilled the following;-

(i) Recognize: Your target customers must recognize you and be aware of what you do

(ii) Articulate: They need to be able to articulate what you do

(iii) Memorize: When they need your service, your company should be the first option they think of.

(iv) Prefer: Your target customers should prefer to use your service versus all other options available to them.

2.2.36 Understand the Professional Services Buyer

Sophisticated buyers of professional services don't usually care what your brochure, your advertisement, or your logo look like. It simply doesn't matter to them that much. Surely, your marketing materials need to reflect the nature of your firms work, and the level of quality of your services, but in general they simply need to be good enough, reflect well on you, and facilitate the buying process.

What most buyers of professional services want to know that will make a difference in their decision to buy or not is?

(i) How good are you at your expertise? If you're a CPA firm, are you a really good one? Are you technically competent and, at the same time, knowledgeable about my business and passionate about my success?

(ii) Can I depend on you? If you say are going to do something, what will lead me to believe that you will actually do it? Conversely, will you do something that will reflect poorly on me to my colleagues' clients?

(iii) Does your firm offer services that fit my needs? If you're an architectural firm and I am a school department, do you have deep and current knowledge about building schools?

(iv) If indeed, these are the major buying influences for professional services, why do so many so-called marketing strategy discussions focus on what your logo should look like? From a will-it-generate-revenue perspective, does it really matter how many people see your ad? It might matter to the egos of the people at the firm, but not very often to its long-term revenue generation success.

2.2.37 The Most Powerful Branding of All

So, if branding is our task in a professional services firm, what do we do? Assuming the underlying goals are to generate awareness, understanding, and preference: If you're shooting for brand recognition, what do you think a potential client will remember more: seeing your ad in a trade publication many times or hearing a great presentation from you that gave them a sense of your personality, expertise, style,and competence? If brand articulation is your goal, do you think people will remember your snappy tagline, or will people remember the articles you wrote that helped them work through a specific problem they were struggling with?

If brand memorization is your goal, what are you doing to keep your message constantly in front of current and prospective buyers?

If brand preference is your goal, what do you think is more powerful: all the marketing communications you can aim at them over the course of two years, or one actual and very positive experience of what it's like working with you?

Of course, it's the latter in each of the above that makes the strongest and most lasting brand impressions. Instead of focusing on your logo and your brochure, then, focus on improving the ability of your professional staff to provide value, both with their clients and in the marketing and selling process.

The most powerful branding of all are the impressions your professionals can make one-by-one on individual clients and prospects. The client interactions they lead, the work product they deliver, the presentations they give, the articles they write, and the value they provide in every contact with the world outside the firm is more important from a branding perspective than any marketing-based initiative you can implement.So focus on the people at your firm as the secret weapon for your branding. Help them be better across-the-board tomorrow than they are today. Give them more opportunities to connect with the marketplace. Improve your firm's client satisfaction and loyalty by improving the value you provide to your clients. Develop the passion, enthusiasm, and motivation of the professionals at your firm to create a vibrant culture of client satisfaction. Strive to make even the smallest, most incremental gains in the overall excellence of your firm. Then communicate that excellence to the market in ways that create actual value for clients and prospects. For when the market sees, not your logo and snappy tagline, but your passion, excellence, and dedication to their success, you'll be executing the most powerful branding of all.

2.3 Research Gap

Generally after revising various literatures, it obvious that few researchers have written on the aspect of the brand preference to the contribution of the growth of the firm's sales volume, most of them ending up appreciating that brand preference is a major challenging factor facing modern companies, considering the documentation on how brand preference contribute to the growth of the firm's in sales volume especially on Tanzanian perspective. It is the researcher's view that much should be done so that to fill the gap.

This research therefore was considered to be important to the policy makers, managers, employers and researchers to gain more knowledge and use recommendations add suggestions to solve some of the challenges facing brand preferences in the contribution of sales volume to Tanzanian companies. Moreover, the researcher suggest that, considering that there is few documentation about this aspect of how brand preferences contribute to the growth of firms sales volume, more literature is required and researchers should research more in area where this research was not done as there may be more other suggestions on how to solve challenges facing Tanzanian companies when it comes to brands.

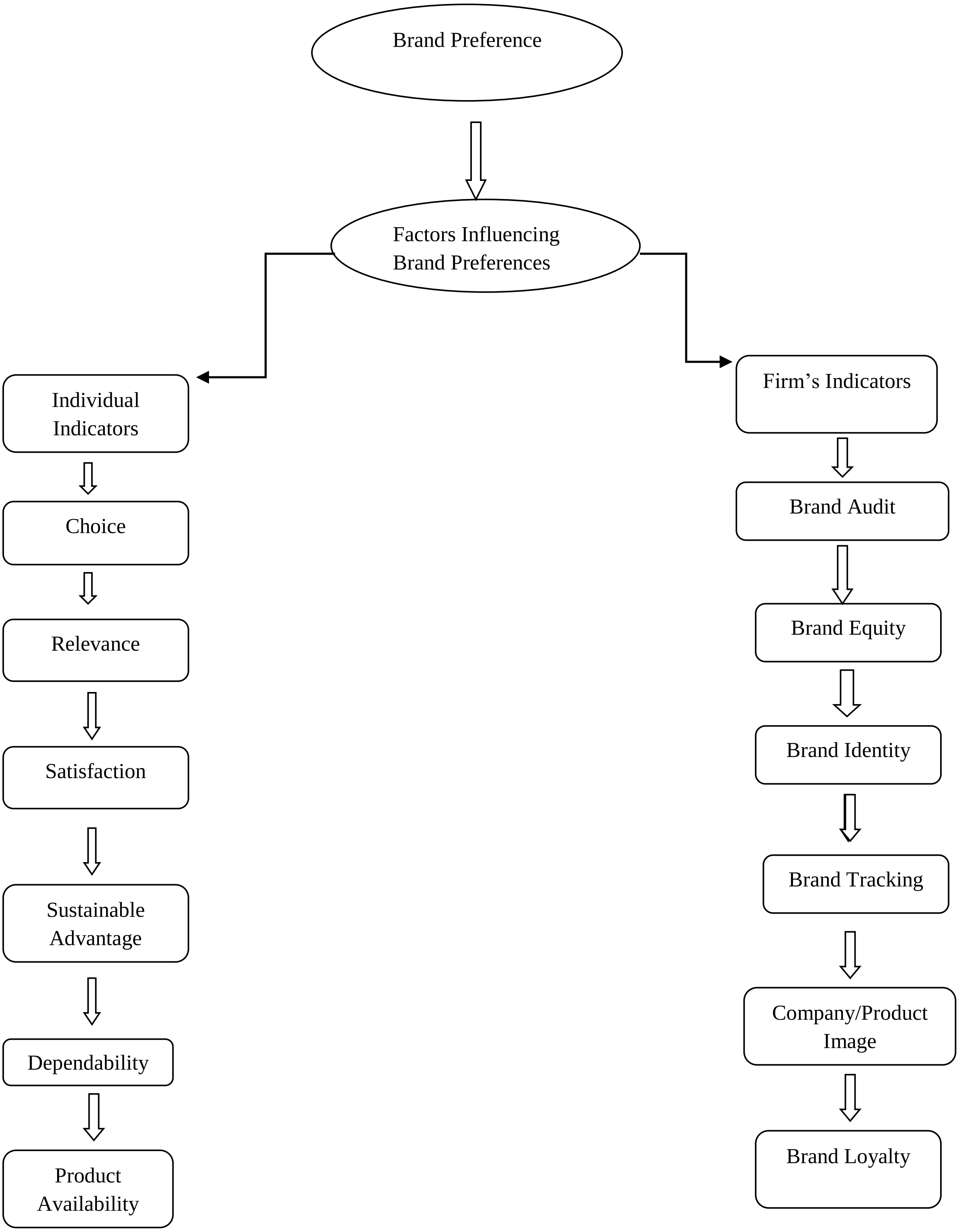
2.4 Conceptual Frame Work

2.4.1 Introduction

Following going through various literatures, a conceptual frame work was developed. The conceptual frame work was developed in light of indicators which constitute brand preference, the review brought insights to the researcher on how brand preference contributes the growth of the firm's sales volume. At the end it was revealed through literature that when brand preference is effective increasingly managed and then it boost sales volume.

Brand preference can be determined by various indicators, these are individual's indicators such as choice, relevance, satisfaction, sustainable advantage, dependability and product availability and firm's indicators such as brand audit , brand equity, brand identity, brand tracking, company/ product image and brand loyalty which constitute the growth of the firm's in sales volume as it is shown

Figure 1. Conceptual Framework



Developed by researcher, 2013

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

In this Chapter, the practical methods used in order to answer the research questions and fulfilled the purpose of this thesis are presented, by considering the logic behind various methods employed in this research study. The research engaged different techniques so that to attain the final research result.It describes research design, the study focus, sampling procedures, data collection methods and instruments, as well as the data analysis methods that were used in the study.

3.2 Research Design

This research was designed for the purpose of facilitating an array of different conditions, for collecting and analyzing the data in a structured way.

Darlington et al (2002), define research design as arrangement for conditions for collections and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure. It is a conceptual structure within which research is to be conducted. In fact, the research design is the conceptual structure within which research is conducted; it constitutes the blue print of the collection, measurement and analysis of the data. As research design includes an outline of what the researcher will do from writing the research questions and its operational implication to the final analysis of data

The research was conducted by using a case study. Case study is a research strategy, an empirical inquiry that investigates a phenomenon within its real life context (Dawson, 2002). Case study is mostly used in social sciences Researches because it can be used in establishing valid and reliable evidence. And it can also be used as a vehicle for creating a story or narrative description of the situation being studied.

Kothari (1990), define a research design as the arrangement of conditions for collection and analysis of data in manner that aims to combine relevance to the research purpose, the research design is the conceptual structure within which research is conducted. A case study was employed and collection of data was done.

3.2.1 Study Type

The type of study was mainly investigative in nature. A survey case study was employed and collection of data was done.

3.2.2 Study Area

According to Dawson (2002), geographical area helped to narrow down research topic and resources in terms of budget and time. For the purpose of this Study, the study area was at Coca-Cola Kwanza Bottlers (Tanzania) Limited in Mikocheni Industrial Area, within the City of Dar es salaam. The reason of choosing Dar es Salaam as the study area was due to the fact that I could easily meet the consumers and get enough information that required on time.

3.2.3 Targeted Population

The entire group of people, things or events of interest which the researcher is interested to investigate is what is called population (Sekaran, 2003).The population under this study was evenly distributed among different players within Coca Cola Kwanza Bottlers Limited, Consumers, Distributors and Advertisers of these products. These mainly comprised:

- Advertisers of the company products.
- Brand Managers within Coca Cola Kwanza Bottlers Limited.
- Distributors of products of the company.
- Consumers of the company products

3.2.4 Type of data source

(Krishnaswami, 2002:197) describes data as the facts, figures and other relevant material, past and presents that serve as bases for the study and analysis. He further states that data may be classified into primary and secondary data. Data sources include the records from office files of the respective companies covered by the study in order to fill the gap that could be sourced from primary data.

3.2.5 Data collection techniques

There are many ways in which data can be collected: performing interviews, use of questionnaires, or conducting experiments (Saunders et al, 2007The collection of data represents a prerequisite for carrying out a research and can be derived from a number of different sources. Data used in this research were classified into secondary and primary data ones.

3.2.6 Sample and sampling methods

Mason (2002) defines sampling as the process of drawing a sample from a large population. Therefore, it is a process of obtaining the number of elements to infer a large population. In order to draw valid inferences from a sample in relation to it is respective population then the researcher used purposive sampling techniques.

3.2.7 Sample size

Many researchers classify a sample size lying between 30 to 50 respondents as appropriate range. However, successful research is possible with sample size as small as 10 to 20 in size (Sekaran, 2003:277).

A sampling unit was 60 in total composed by 15 Advertising Agents of Coca Cola Kwanza Bottlers Limited, 15 respondents comprised by Staff members from the Brand Manager's Section of the company, 15 respondents will be Consumers of the company's products while another 15 will be Distributors of the company's products.

All the respondents were obtained from the research area during official working hours.

3.2.8 Sampling techniques

Krinshaswami (2002:143) defines sampling as the process of drawing a sample from a large population. Therefore, it is a process of obtaining the number of elements to infer a large population. In order to draw valid inferences from a sample in relation to it is respective population then the researcher used purposive sampling techniques. The Purposive sampling has been used to select the respondents so as to provide viable information required by the researcher. In the data collection the purposive sampling was employed.

According to Sekaran (2003:277) purposive sampling technique enable the researcher to select cases which are intended to answer research questions and objectives, the main objective of study was to investigate the extent to which the brand preference contributes the growth of the firm's sales volume, with particular reference to Coca Cola Kwanza (Tanzania) limited, and thus, a researcher adopted this technique so that to select different respondents. Brand Managers, Consumers of Coca Cola products, and Distributors were selected since they were decision makers and possessing considerable knowledge on subject matter thus, they were in good position to provide information related to study. According to Singh (2007:108) purposive sampling can be useful for situations where a researcher needs to reach a targeted sample quickly and where a random process of selection or proportionality is not the primary concern. As a reason the researcher adopted the technique so that to reach respondents quickly

3.2.9 Data collection methods and instruments

The primary data was collected by the use of questionnaires and interview to respondents of the selected groups in the study area. Secondary was used to get background information.

3.2.10 Questionnaires

Kothari, (2004:100) is of the view that through questionnaires respondents have adequate time to give well thought answers and also respondents who are not easily approachable, can also be reached conveniently The study employed questionnaires as a major data collection tool. The questionnaires were developed from the review of literature and contained structured; close - ended and open - ended questions, to uncover all directions of the study.

Qualitative data was collected via a self –administered questionnaire. These were distributed through a combination of face to face interview and internal distributed channels. Questions in the questionnaire were designed according to category such as:

- Advertising Agents
- Consumers
- Distributors
- Brand Manager's Staff

3.2.11 Interviews

According to (Masson, 2002:63) rationale for using interview includes that a researcher may be able to add an additional dimension through asking some questions from different angle or in greater depth. Interviews can be structured or un-structured (Dawson, 2002:29-30) argues that trough semi-structured interview the researcher wants to know specific information which can be compared and contrasted with information gained in other interviews. To do this, the same questions need to be asked in each interview with brand managers of the Coca Cola Kwanza Limited and consumers of the Coca Cola products.

The researcher used semi structured interview to cross check consistence of answers given by different respondents in relation on how brand preference contribute to the growth of the firm's in sales volume at Coca Cola Kwanza Limited. The use of the technique was also associated with the need of obtaining more information in order to supplement respondent's information given in questionnaire.

3.2.12 Reliability and Validity

3.2.12.1 Data Reliability

This refers to the extent to which a measure is giving consistent and stable results in the measurement process (Ndunguru, 2007). According to Easterly-Smith expressions like validity and reliability were originally used in quantitative science.These two concepts are used to discuss the trustworthiness of the research that has been done. It is essential to underline these elements when an investigation has been performed since it shows an understanding of possible lacks and faults of a study. These concepts can also be applied in qualitative research, where the researcher is committed to provide a faithful description of others' understandings and opinions (Easterby-Smith et al., 2002).

3.1.12.2 Data Validity

According to (Singh, 2007) validity tries to assess whether a measure of concept really measures that concept, that is, the extent to which the concepts measure the thing it was designed to measure. In order to obtain reliable, data, the researcher was careful on the way questions were asked to respondents so as to obtain consistent information, also the researcher play great deal to be explicit, unambiguous and less complicated when formulating the questionnaire and the development of the questionnaire was based on statement of the problem, research question and research objectives. The questionnaires were subject to senior academic scrutiny as well as peer debriefing and conformability.

In this research the researcher made sure that no wrong conclusions were observed. The researcher ensures accuracy of research tools and research procedures valid in terms of research findings. To make it more efficient the selected sample in the findings were generalized to avoid more bias.

3.1.12.3 Data Presentation and Analysis

Data was analyzed by using descriptive statistics, which comprised by the percentage and arithmetic mean and standard deviation. The data was collected in a relatively compact form so as to convey a good overall picture and sufficient information.

Qualitative information or data was gathered also through in-depth interviews with the respondents. This formed a base for augmentation to substantiate data from questionnaire broken down into simple parts in tabular forms. Pie-charts and tables will be used in presentation of findings.

CHAPTER FOUR

ANALYSIS OF FINDINGS AND PRESENTATION

4.1 Introduction

In this Chapter, the researcher seeks to present and analyse the findings of this study. Questionnaires were distributed to Brand Managers at Coca Cola Kwanza Limited, Distributors of Coca-Cola products, Advertisers and Consumers. This research study attempted to present and analyse the findings in four sections, each section dedicated to each of the groups of respondents.

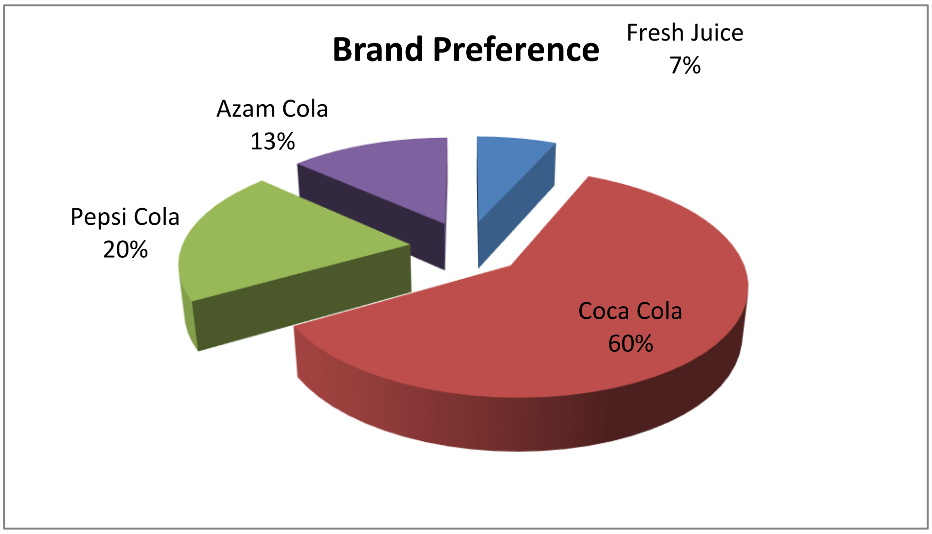
Section One: Consumers

4.1.2 What is the impact of effective brand preference on product growth and development?

Brand reference is the measure of brand loyalty in which a consumer will choose a particular brand in presence of competingbrands, but will accept substitutes if that brand is not available.

In this research study, the researcher sought to establish levels of brand preference among consumers of various soft drinks and how this impacted on product growth and development. A similar question was put to distributors and manufacturers.

Pie Chart 1: Brand Preference among Consumers in Dar es Salaam



Source: Field Data, 2013.

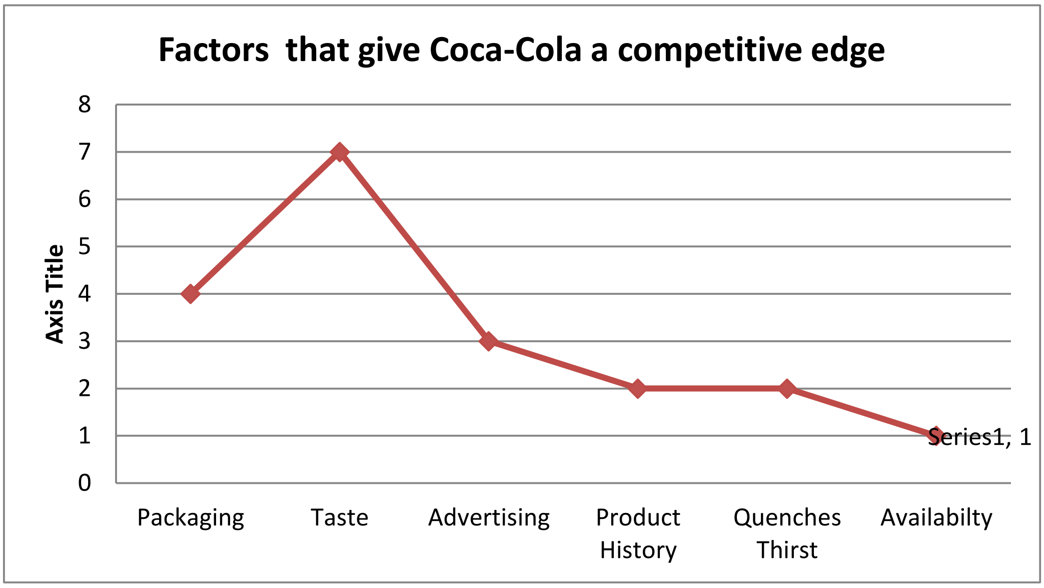
It was revealed established through this research that 42 consumers. This is equivalent to 60% of the total sample of all consumers had a preference to Coca Cola products, 30 consumers. This is equivalent to 20% of the total sample preferred its closest competitor, Pepsi Cola and 16 consumers. This is equivalent to 13% of the total sample. Preferred Azam Cola, while 5 consumers. This is equivalent to 7% of the total sample preferred Fresh Juice.

Low preference for Azam Cola may be attributed to the fact that the product is new in the market. However, the essential finding is that more consumers prefer Coca-Cola products to any other in the market.

4.1.2.1 Reasons why Coca-Cola has a competitive edge.

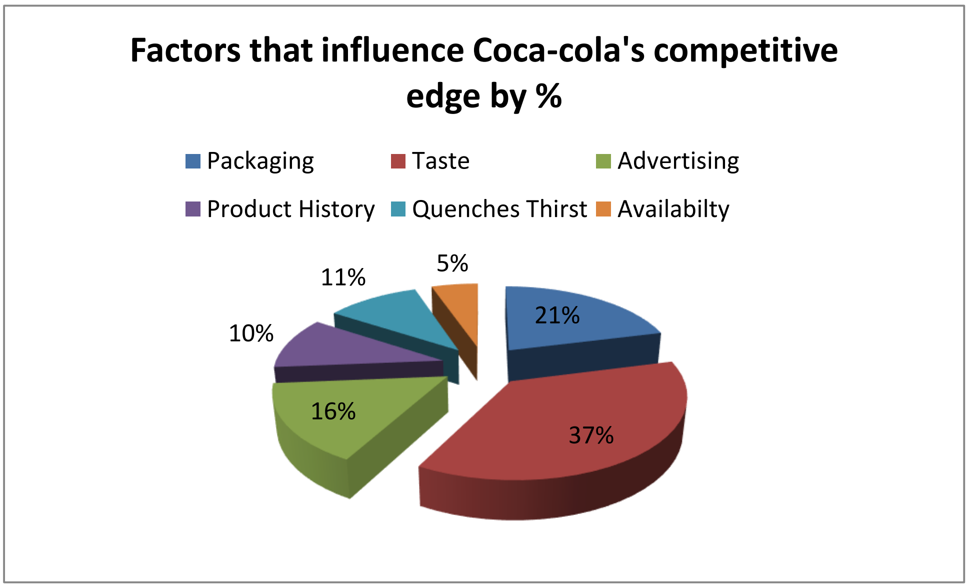
Competitive Edge is having a clear advantage over the competition in terms of one or more elements of the market mix that is valued by potential customers. The market mix is the seven P's Product, Price, Place, Promotion, People, Process & Physical evidence.

Graph 1: Factors that give Coca-Cola a competitive edge



Source: Field Data, 2013

Pie-Chart 2: Factors that influence Coca-Cola's competitive edge by percentage



Source: Field Data, 2013

This researcher then isolated consumers who preferred Coca-Cola products and sought to establish why they thought that Coca-Cola had a competitive edge. Respondents interviewed for this research study gave varying reasons for Coca-Cola's competitive edge. The reasons ranged from taste, packaging, product history, advertising and availability. See Graph 1 and Pie-Chart 2 above.

An overwhelming majority of respondents believed that "taste" (37%) was the main reason why Coca-Cola had a competitive edge over other products. Product packaging was the next big influence at (21%), followed by Advertising at 16%. Other factors were listed as Product History, i.e. the long history the product has been in the market (10%), the product's ability to quench thirst 11%, and availability at (5%).

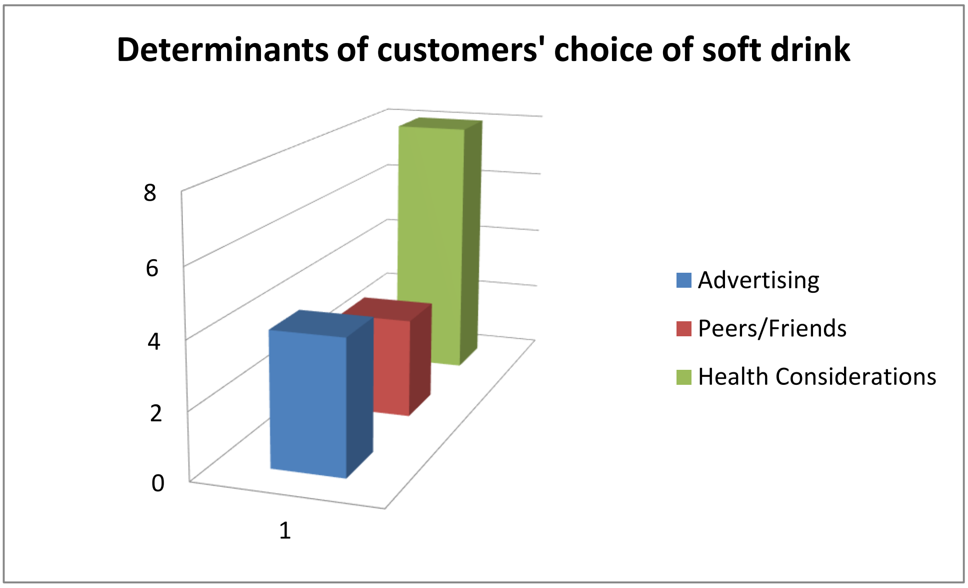
4.1.2.2 Determinants of customer's choice of soft drink?

There are numerous soft drinks in the Tanzanian market today**.** Consumers have a wide choice. For the purposes of this research, the researcher looked at the four leading soft drinks in Dar es Salaam for evaluation. These dominant soft drinks were Coca-Cola, Pepsi Cola, Azam Cola and Fruits Juices.

The findings indicated that the key determinants of customers' choice of a particular drink were health considerations, advertising and peer /friends' pressure.

Even though the questionnaire had a provision for "Other", no respondent utilized the space.

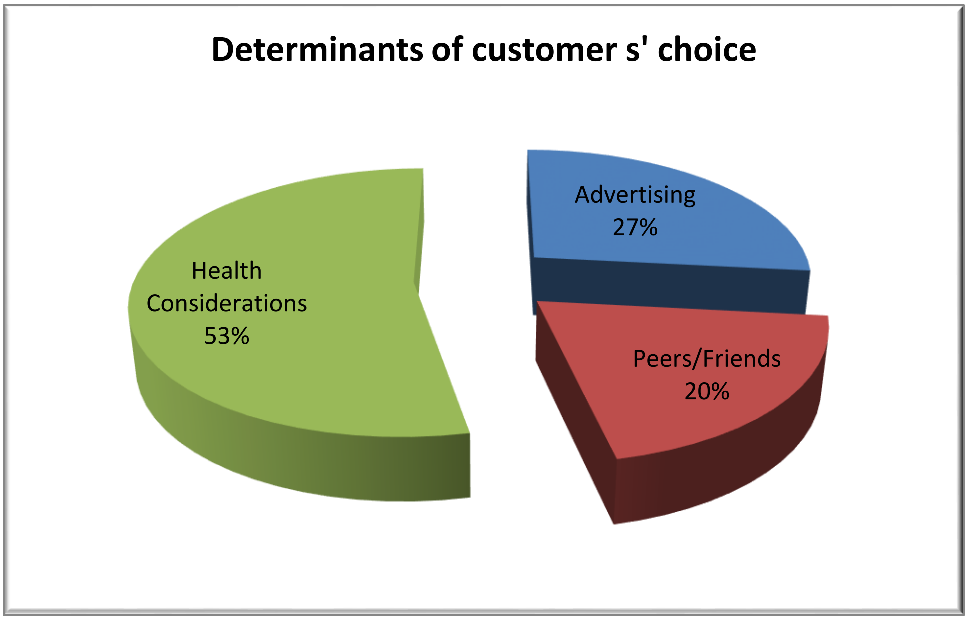
Graph 2: Determinants of customers' choice of soft drink



Source: Field Data, 2013

As can be seen from Graph 2, above, consumers of soft drinks are driven by the type of advertising, health considerations and peer pressure. The power of advertising came out clearly in the study. For a clearer analysis of the determinants of consumer choice an examination of the percentages will be necessary. See Pie Chart 3, below.

Pie Chart 3: Determinants of Customers' choice of soft drink



Source: Field Data, 2013

(53%) of the respondents gave "Health Considerations" as the most important determinant when choosing a soft drink, while (27%) said "Advertising" and (20%) said "Peers and Friends" as being the most important aspect before they settle for a drink.

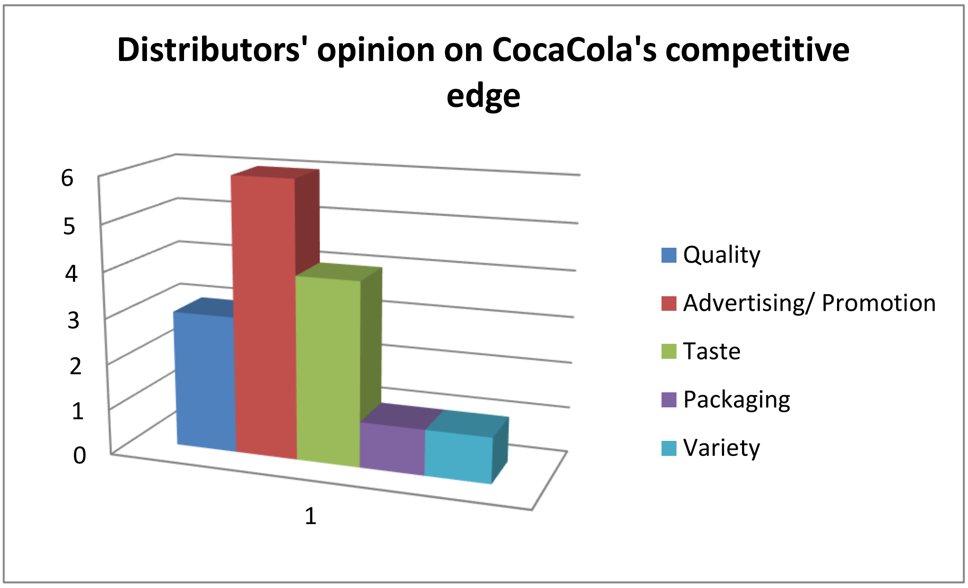
Section Two: Distributors

4.1.3: What is the impact of effective brand preference on product growth and development?

4.1.3.1 Factors important in Brand Positioning

Distributors of Coca-Cola products were unanimous that "Advertising" and "Taste" were important in Coca-Cola's strategy for growth and development. In their view, these factors were important in effectively positioning the Coca-Cola brand. See Graph 4, below. Other key factors were listed as Packaging, Quality and presence of Variety.

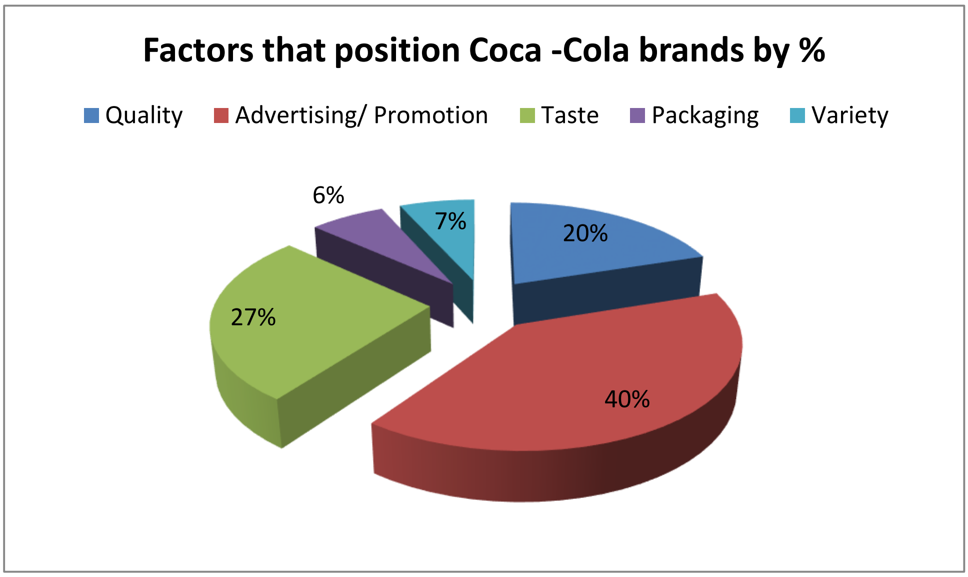
Graph 4: Factors that effectively position Coca-Cola products



Source: Field Data, 2013

The respondents were asked about factors that effectively position Coca- Cola products to obtain consumers perception on satisfaction. The findings were coded into four main categories which were Quality, Advertising/promotion, Taste, Packaging, and Variety in terms of percentage

Pie Chart 4: Coca-Cola's competitive edge by %.



Source: Field Data, 2013

The findings revealed that in terms of percentage Advertising stood out with (40%) of the factors.

Other factors, in the opinion of the Distributors, included “Taste” at (27%), “Product Quality” at (20%), “Variety” and “Packaging” was (7%) and (6%) respectively.

4.1.3.2 Is Product Branding Important?

At the heart of a great business is a first class product or service and every business wants to be a customer’s first choice. Building and managing a brand can play a large part in making this happen and if you want to strengthen and manage the perceptions of your business, then a strong brand is needed. Good branding elevates and differentiates you like-for-like products or services and gives your customers reason to choose you over your competitors

All the distributors of Coca-Cola agreed that branding is vitally important as it displays a good image of the product and enables consumers to identify the product that the company produces. As a result of branding, the product sells easily.

4.1.3.3 Effective Branding

Product branding must be effective, in the opinion of the distributors. However, for a brand to be effective it must be “ethical, environmentally friendly, as well as distinguishable and unique from other brands”.

In the case of Coca-Cola products, the brand is international and therefore internationally recognised. If sales volumes fall, the company may change its branding strategy in order to have an image that increases sales.

However, due to its international recognition, Coca-Cola does not easily change its brand strategy so does not affect consumer spending or sales.

Section Three: Brand Managers

4.1.4 What are the challenges associated with the product brand preference?

Brand Preference may be defined as the selective demand for a company's brand rather than a product; the degree to which consumers prefer one brand over another. In an attempt to build brand preference advertising, the advertising must persuade a target audience to consider the advantages of a brand, often by building its reputation as a long-established and trusted name in the industry. If the advertising is successful, the target customer will choose the brand over other brands in any category.

Effective brand preference, according to this study is important as it extends the customer base, increases market penetration and positioning in the customers' minds.

4.1.4.1 Does a brand represent a company's image?

Findings of this survey study revealed that a brand represented the company's image, competencies and characteristics. This was in the opinion of all (100%) Brand Mangers interviewed through this survey.

4.1.4.2 Challenges of Product Brand Preference

Challenges associated with product brand preference were considered very important, in the opinion of the Branding Managers at Coca-Cola. Brand preference is responsible for the increase of sales volumes hence market size and profitability. As a result, products need to be available at all times. Unavailability of a product leads to the risk of losing a company's market share. Secondly, it is important to have a strategy that maintains product quality and demand.

4.1.4.3 Does a brand have sufficient influence on the competition to influence customer' spending hence, sales volumes?

A product's brand, in the opinion of all (100%) the respondents does have a sufficient influence on customer spending. However, strategies used in branding and advertising are important to have this influence.

For example, Coca-Cola's strategy of associating their product with another has worked well. The current *"Coke with a meal"* campaign has positively impacted individuals Coke and a meal together.

Section Four: Advertisers

Advertising may be defined as the non-personal communication of information usually paid for and usually persuasive in nature about products, services or ideas by identified sponsors through the various media.

Coca-Cola is one of the most persistent and well-loved brands in history. It is one of the longest surviving brands, and thus considered among the most successful companies ever. The reason in part of this is their strong advertising and marketing.

Coca-Cola has always relied in advertising to promote and market their brand, and this is why they are always on top of their game, after having been in the market for more than a century! Coca-Cola advertising has indeed greatly affected American pop culture, and even the whole world.

4.1.5.1 Use of Catchy Phrases

Advertisers of Coca-Cola rely on well-designed catchy phrases to make their products sell. The purpose of this is to create in the mind of audience a permanent, long-lasting image of the product.

Examples include:

Live on the Coke side of Life!

It’s Coke the real thing!

Coke is it!

Always Coca-Cola!

These have been some of the very catchy phrases that Coca-Cola has utilized to “stay on top of the game”.

4.1.5.2 Taking advantage of global events through sponsorships

Advertising executives interviewed by this researcher agreed that events that attract a global audience would usually be sponsored by Coca-Cola.

Examples are the World Cup, Olympics, and Winter Olympics etc. In Tanzania, Coca-Cola would sponsor or advertise at football games where a large audience is guaranteed. This helps give the product a “top of the mind” position in the audience.

4.1.5.3 Use of Models

In order to enhance the image of a product, advertisers of Coca-Cola products make use of models. These models are not necessarily beautiful girls. Depending on the season, the models may include prominent sportsmen etc.

Indeed, during Christmas, the image of Santa Claus, locally known as “Father Christmas” drinking Coca-Cola gains prominence.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

This chapter gives summary of the main issues which were drawn from the study and put forward possible implications that can be deduced from within and it contains areas that need further research.

5.1 Summary of Findings

Key findings of this research are presented in this Chapter. The findings were related to the research questions as presented in Chapter One.

5.1.2: Impact of effective brand preference on product growth and development

It was established through this research study that effective brand preference had a direct correlation with customer demand, hence increased sales volumes of the particular product and therefore growth.

Among consumers of Coca-Cola products 60% preferred it to any other and the reasons advanced for their liking was included , Advertising (16%), Packaging (21%) and Taste (37%). These three attributes were the most prominent. Other attributes included longevity of the product in the market (10%), availability (5%) and its ability to quench thirst (dependability) (11%).

It can therefore be concluded that the longer a product stays on the market it acquires loyal customers because of its availability and track record. Products without a track record and without a history find it harder to get a loyal following. Azam Cola, for instance, which is relatively new on the Tanzanian market, had only 13% respondents who preferred it. This may be attributed to the fact that it does not enjoy a long history in Tanzania, like Coca-Cola.

5.1.3 Challenges of Brand Preference

Distributors of Coca-Cola products, however, cautioned that effective branding must always be matched with an increase in the availability of the product being branded. Once a product has been effectively branded it must be made available. Cases of a product being "out of stock" or under produced may be counterproductive.

Maintaining the brand name is a very challenging task. Indeed, "being number one is tough, but staying number one is even tougher"

5.1.4 Effects of brand preference on product Sales Volume and Customer Spending Behaviour

As defined in the preceding Chapters, "Brand Preference" implies the selective demand for a company's brand rather than a product.

In this instance, the Coca-Cola brand name is long-established (Coca-Cola was founded in 1886) and it has never changed its brand name. The Coca-Cola has been sustained over the centuries through advertising and building a good reputation for reliability (it is guaranteed to quench your thirst), consistency (it always tastes the same, no matter which country you are in), and availability (it is always available, even in remote areas).
Advertising must persuade the audience to consider the brand before any other.

Through this research, respondents showed that their preference for the Coca-Cola brand great. Among Coca-Cola, Azam Cola , Pepsi Cola and Fresh Juice , the respondents showed preference for Coca-Cola (60%), followed by Pepsi Cola (20%), Azam Cola (13%) and Fresh Fruit Juice (7%) .

It can be concluded therefore that building a name (brand) through constant advertising not only helps build a reputation for the brand but also has a positive correlation with sales volumes.

5.1.5 Enhancement of Company Image and Competence

One important factor that helps propel and enhance a company's image in the minds of the consumer is the products of the company itself, rather than the employees and managers. Coca –Cola products have built a sound image of reliability, cleanliness, and availability through effective branding.

Branding is not just limited to the products but also through sponsorships and CSR activities.

The image created in the consumers' mind is that of a company that is strong, reliable, durable and caring.

The fact that the products are always available has helped build the image of dependability and reliability in the eye of the consuming public. Images of "strength" have been enhanced by the company

5.2 Conclusion

In conclusion therefore, it may be said that effective branding is important is a company wishes to impact on consumer spending in a positive way. As this study has shown, consumer spending behaviour can, and is often influenced by advertisement , packaging , quality and reliability , (availability) and taste.

While it is also true that consumer spending habits and behaviour change depending on the state of the economy, in this research it was presumed that all factors remained constant. Tanzanian companies should therefore enhance their marketing and advertising budgets as it is the only way they can influence consumers' spending habits.

5.3 Recommendations

Basing on this research analysis and from the above conclusions the following recommendations are made so as to check, correct and improve identified factors that affect market share. The recommendations are in one way or another, help to maintain the existing of brand preference (control) or / and improving sales volume (grow). The researcher is therefore; recommending the followings:

5.3.1 Demand planning and forecast

Demand and forecast should consider all possible and sceptical events and situation in planning so as, it can help production to produce at a level where scarcity will never be an issue. This will help to address the issue of OOS in plant in one way and so ensure availability of required brands.

5.3 CCK Improvements

CCK needs to improve its distribution system to ensure a wide coverage is served by the company instead of leaving it under MDC. A hybrid mode can be implemented whereby, the company will continue serving through MDC and introducing DSD in those chronic none serviced areas such as Makongo juu, Mbezi, Kimara, Goba, Kiwalani etc.

MDC tools of distribution need to be improved to bring about efficiency and speed in serving the trade, the “Mikokoteni” and “Guta” in use current, have not only failed to serve the market efficiency but also impair company’s image before customers and market in general.

In this case, the on - going Tuk – tuk pilot study should be given more emphasize and took off in full blast as will help even addressing issues of distant outlets coverage. This will definitely increase CCK sales volume and market share as they all expected to grow

5.3 Marketing initiatives

The company has to continue with their bucket volume and market share initiatives; these includes, Coke with meals campaign, exclusive (premium partnership program), Copa Coca – Cola and Signage. All these when well implemented, not only helps to grow volume but also market share. For instance; Premium partnership program is seeking to maintain exclusivity in some key eateries and HBR's and so driving 100% market share.

Marketing activities however; need to be integrated at some point just to bring about expected benefits / results. Some communications lose link with key marketing priorities and hence loses touch and effect to both volume and share. Communication done by the company should not be generic, but should communicate a call to action message which encourage take off and impulse purchase. These kinds of communication are for sure expected to bring more volume and drive market share.

5.3.4 Brand mix and pack mix

The company should ensure that, brand mix and pack mix problem is addressed and that all major and minor brands are available in the trade. In this case, the company is advised to withdraw his simplify to grow approach, just to re – starting producing some delisted brands and packs such Fanta pineapple, Fanta passion, Fanta blackcurrant etc. This will help the company to gain more share as most of these brands have no direct competitor, hence; enjoying 100% market share.

5.3.5 Innovation

The company should lead the way in innovation and creativity by continue emphasizing on new ideas and doing things unusual, just to bring about more excitement to customers that will lead to growing market share. PET introduction is one of the most brilliant and wonderful innovation, however; the company should speed up the process of introducing PET in small packs such as 500ml, 350ml for immediate consumption and also for single on – safari pack. To make things different and showing innovation leadership, CCK is advised to introduce premix cylinders in some top HBR's in town. This will be a new innovation which will help increasing volume and market share; the market share growth will be huge as outlet owners will support it as to them, it gives more profit than when selling RGB or PET. In the same way, CCK should battle and compete with SBC by introducing canning machines, vending machines etc; this will not only increase volume but also will make statement to the market as leaders of creativity and innovations.

5.3.6 Brand Equity

The company should strive to improve and growing its brand equity through, sponsorship, corporate social responsibility, quality service execution, high level of customer services and problem solving. In this case, front line personnel, RADs and ASM should be empowered enough to make decision, they are however; supposed to be trained, motivated and inspired to bring love, passion and commitment into the business. Special event function at the company should also be revamped to dominate all events taking place in all three operating plants; starting with Dar es Salaam, purchase of special events materials, branding equipments, trucks and a well established routine and standards to be put in place.

5.3.7 Investment

The company should continue investing in the trade; coolers need to be bought and placed for the purpose of adding volume and value to customers and hence, loyalty and market share. The placement exercise has however; come under a lot of critics as there is a very poor cooler productivity. Allocation criteria and standards should be followed to make sure expected volume is generated.

In this case; the company is also advised to invest in ASM vehicles so as it can help them to discharge their jurisdiction perfect; this will improve trade performance, MDC performance and RAD performance as ASM will be able to walk around the trade / market for rectification of some shortfalls.

5.3.8 Recommended Retail Price

The company is recommended to plan for some special program of incentive and driving extensive RRP campaign. Promotion can be done to address this, this includes RRP communication billboards, RRP posters, RRP signage and road show can be very useful tools to drive this program. This incentive program should also look at mechanics of identifying high performing sales people and give them incentive, this will obvious increase productivity and morale hence affect performance positively.

5.3.9 Introduction of Market intelligence department

Research and development has been always a fundamental department in any competitive operating environment firm, CCK has to introduce a marketing intelligence department that will be collecting and analysing different marketing and trade information that will be vital for different marketing decisions.

5.3.10 Sales Department improvement

CCK should strive to improve the level of professionalism of their sales staff especially in dealing with customers and consumers. For customers, sales staffs should be able to add value and for consumers should be able to convince and create retention. Training need assessment should be critically done just to identify training gaps that will suit and answer the two identified areas.

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APPENDICES

QUESTIONNAIRE FOR ADVERTISERS

QUESTIONNAIRE GUIDE

Dear respondent,

I am a research student at Mzumbe University.

As part of my degree course I am required to carry out a comprehensive research on the subject of branding.

Your company, Kwanza Coca Cola Bottlers Limited is my area of study. In order to full fill the objectives of my research, it is important that I collect data which I shall then analyze and write a report.

The attached questionnaire, therefore, contains a set of questions which the researcher wishes you to answer. Kindly answer all the questions as accurately and as truthfully as possible.

CONFIDENTIALITY

I undertake to treat the information that you shall provide under the strictest confidence and your name or identity shall not be disclosed in my report or any other report.

Further, the information that you shall provide shall be used for no other purpose but for the purpose of this research.

Yours faithfully,

Gloria Minza Kinigwa.

QUESTIONNAIRE FOR DISTRIBUTORS

QUESTIONNAIRE GUIDE

Dear respondent,

I am a research student at Mzumbe University.

As part of my degree course I am required to carry out a comprehensive research on the subject of branding.

Your company, Kwanza Coca Cola Bottlers Limited is my area of study. In order to full fill the objectives of my research, it is important that I collect data which I shall then analyze and write a report.

The attached questionnaire, therefore, contains a set of questions which the researcher wishes you to answer. Kindly answer all the questions as accurately and as truthfully as possible.

CONFIDENTIALITY

I undertake to treat the information that you shall provide under the strictest confidence and your name or identity shall not be disclosed in my report or any other report.

Further, the information that you shall provide shall be used for no other purpose but for the purpose of this research.

Yours faithfully,

Gloria Minza Kinigwa.

QUESTIONNAIRE FOR BRAND MANAGERS

QUESTIONNAIRE GUIDE

Dear respondent,

I am a research student at Mzumbe University.

As part of my degree course I am required to carry out a comprehensive research on the subject of branding.

Your company, Kwanza Coca Cola Bottlers Limited is my area of study. In order to full fill the objectives of my research, it is important that I collect data which I shall then analyze and write a report.

The attached questionnaire, therefore, contains a set of questions which the researcher wishes you to answer. Kindly answer all the questions as accurately and as truthfully as possible.

CONFIDENTIALITY

I undertake to treat the information that you shall provide under the strictest confidence and your name or identity shall not be disclosed in my report or any other report.

Further, the information that you shall provide shall be used for no other purpose but for the purpose of this research.

Yours faithfully,

Gloria Minza Kinigwa.

QUESTIONNAIRE FOR CONSUMERS

QUESTIONNAIRE GUIDE

Dear respondent,

I am a research student at Mzumbe University.

As part of my degree course I am required to carry out a comprehensive research on the subject of branding.

Kwanza Coca Cola Bottlers Limited is my area of study. In order to full fill the objectives of my research, it is important that I collect data which I shall then analyze and write a report.

The attached questionnaire, therefore, contains a set of questions which the researcher wishes you to answer. Kindly answer all the questions as accurately and as truthfully as possible about the products of Kwanza Coca Cola Bottlers Limited..

CONFIDENTIALITY

I undertake to treat the information that you shall provide under the strictest confidence and your name or identity shall not be disclosed in my report or any other report.

Further, the information that you shall provide shall be used for no other purpose but for the purpose of this research.

Yours faithfully,

Gloria Minza Kinigwa.

QUESTIONNAIRE FOR DISTRIBUTORS

Please answer all questions. Tick in box where appropriate

1. For how long have you been a distributor of Coca Cola products? [ ]

2. What is your position in the distribution company? [ ]

3. In your opinion, which companies in the soft drinks sector provide competition to Coca Cola? List them in order of importance.

   [ ] [ ] [ ]

4. What is your share of the Tanzanian Market soft drinks market?

   Less than 25% **Between 30%-45%** **Over 50%**

5. Do retailers prefer Coca Cola products over products from other companies?

   Yes No I don't know

6. If the answer to 6 (above) is yes, what in your opinion gives Coca Cola products a competitive edge?

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7. Do you consider product branding important? Explain.

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8. What do you consider "effective branding"?

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9. How does a change in branding strategy affect consumer spending, hence your sales volumes?

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QUESTIONNAIRE FOR CONSUMERS

1. Please state your age range

>18 years	Btwn 18 -25 years	Btwn 25-40 years

2. What is the highest level of education attained?

"O" Level	College Diploma	University	Post-Graduate

3. Do you take soft drinks?

Yes	No

4. Which soft drinks do you prefer? Rank them in order of preference

Fresh Juice	
Coca Cola Products	
Pepsi Cola Products	
Azam Products	
Other	

5. What influences you in your choice of soft drink? Tick as appropriate.

Advertising	Peers / friends	Health Considerations	Other

6. In your opinion, what is the best selling soft drink in Tanzania? Tick as appropriate.

Azam Products	Coca Cola	Pespsi Cola	Other

7. What do you think gives the product you have chosen a competitive edge?

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QUESTIONNAIRE FOR BRAND MANAGERS

Please answer all questions. Tick in box as appropriate

10. What is your position at Kwanza Coca Cola Bottlers Limited?

11. For how long have you held the position?

12. Please list your main competitors in the soft drinks sector in Tanzania in order of importance.

13. What is your share of the Tanzanian Market soft drinks market?

Less than 25% | **Between 30%-45%** | **Over 50%**

14. Does your company brand its products?

YES | **NO**

15. What do you consider as effective branding? Explain.

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16. What do you consider important in selecting an effective brand strategy?

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17. What is the impact of effective brand preference on product growth and development?
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18. Does brand preference on product affect sales volumes in your company?

YES	**NO**	**Marginally**

19. What are the challenges associated with the product brand preference?
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20. Does the brand represent the company's image, competencies, and characteristics?

YES	**NO**	**Other**

21. How does a particular brand change consumer spending behaviour and, hence, sales volumes?

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Thank you for your cooperation.

COCA – COLA COMPANY KWANZA BOTTLERS LIMITED ORGANIZATION CHART