

**AN EVALUATION OF BRAND MANAGEMENT STRATEGIES
A CASE STUDY OF OLIVINE INDUSTRIES**

RUTENDO M. SEKESO

R033184K

A dissertation submitted in partial fulfillment of the requirements for the
degree of Master of Business Administration

**GRADUATE SCHOOL OF MANAGEMENT
UNIVERSITY OF ZIMBABWE**

Supervisor: Dr. D. Maravanyika

February 2015

DEDICATION

To my husband (Witness), and our children (Mazvita and Takura): With all my Love

DECLARATION

I, **Rutendo M Sekeso**, do hereby declare that this dissertation is the result of my own investigation and research, except to the extent indicated in the Acknowledgements, References and by comments included in the body of the report, and that it has not been submitted in part or in full for any other degree to any other university.

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Student Signature

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Date

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Supervisor Signature

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Date

ACKNOWLEDGEMENTS

I would like to use this opportunity to thank my supervisor, Dr. D. Maravanyika for being an excellent supervisor who gave me support, guidance and direction during the period of this research. Thank you for the assistance, advice and the knowledge you imparted on me. Thank you also for the study material and for giving timely feedback. I would also like to acknowledge the support of:

- My family and friends who gave me moral support and encouragement even when I was back sliding
- Members of my study group who were always there for me during the long hours of studying.
- The University of Zimbabwe Graduate School of Management lectures for the knowledge they imparted on me that assisted me in forming the basis of this research.
- All the respondents who gave their special time to be part of the interviews.

Lastly but most important I would like to thank God for giving me the strength and seeing me through my Master in Business Administration studies.

ABSTRACT

The general indication from literature on brand management is that branding strategies enable firms to create long term brand equity, influence purchase behaviour and create shareholder value. Literature has also shown that not all branding strategies are effective but the effective ones are depended on the type of industry they are applied. However this literature has been confined to other parts of the world, hence the aim of this research was to fill the research gap by evaluating brand management strategies used by Olivine Industries, a Zimbabwean company. The research was carried out with a view to make recommendations to improve Olivine's approach to brand management. This research was based on a single case study of Olivine Industries.

Empirical data for the research was obtained through eleven personal interviews with Olivine's management and corporate customers that were purposively selected. The respondents from Olivine's management were the Managing Director, Sales and Marketing Director, National Sales Manager, Brand Manager and Distribution Manager. The respondents from corporate customers were two Supermarket Branch Managers, two Head Office Buyers and two Supermarket Branch Buyers. Unstructured questions were used during the interviews with the assistance of an interview guide that enabled probing and getting rich data from the respondents. A qualitative research philosophy was used and the data gathered was analysed through data displays in the form of content analytic summary tables.

The study found that Olivine has low levels of marketing communications, it has failed to renew all trademarks and also findings pertaining to brand awareness and brand positioning are related to lack of marketing research by Olivine. It was also found out that Olivine lacks innovation in its failure to bring new brands on the market. Lack of funding has also affected the effectiveness of Olivine's branding strategies. The study recommends that Olivine courts an Investor to rid of its funding problems. It is also recommended that Olivine takes an aggressive approach in carrying out its marketing activities that include integrating its marketing communications and increasing its promotions. Olivine is also recommended to conduct marketing research to gather more information on its customers and the market.

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CHAPTER ONE

INTRODUCTION AND BACKGROUND

1.1 INTRODUCTION

Sawant (2012), defines a brand as a term that encompasses a name, a word, a design, a symbol or a combination of these elements in order to distinguish one product from another. Masterson and Pickton (2010), define branding as a strategy that is used to differentiate products and companies and building economic value for both the consumer and the owner.

According to Keller (2008), a brand is not an end in itself it has to be managed because it is an instrument for company growth and profitability, a business tool. Thus Zeithaml and Bitner (2002) view brand management as the application of marketing techniques to a specific product, product line, or brand. John (2006), is of the view that good brand management strategies entail building the brands, leveraging the brands, identifying and measuring the brands and protecting the brands. This is the BLIP model which is a framework for understanding, managing and organising brand tasks. Good brand management strategy requires one not to focus on a single element but all.

Good brand management strategy does have benefits. Stankovic and Djukic (2006) believe that good brand management strategies create and sustain brand equity. Drummond and Ensor (2001) are in agreement with Stankovic and Djukic, though they further postulate that the gained brand equity will in turn bring about brand loyalty and the willingness to pay a premium price. Kotler, Keller, Brady, Goodman and Hansen (2009) have put forth the argument that 80% of European countries with good brand management strategies have operating profits twice as high as the sector average. All in all well effected brand management strategies create strong brands that result in better earnings, profit performance and value for the shareholders. However if a brand is mismanaged its power to influence the market is lost, thus its awareness, image and market share will cease to matter.

Most of the literature available on branding is mainly about experiences from the USA and Europe. There is very little literature or close to none that relates to Zimbabwean manufacturers brand management strategies has let out a research gap being filled by this

study. Thus this study aims at filling this research gap by evaluating the brand management strategies at Olivine Industries.

The remainder of the Chapter covers the following areas: background, research problem, research objectives, research questions, research proposition, justification of the study, scope of the research, and the dissertation outline.

1.2 BACKGROUND

1.2.1 Macro-environmental analysis

- Political factors

The political environment is relatively stable. The Indigenization and Economic Empowerment act came into effect on the 1st of March 2010 with a lot of scepticism from the international business community. While the European Union has lifted trade restrictions on some Zimbabwean companies (including Olivine's major shareholder IDC), the United States of America still has the Zimbabwe Democracy and Economic Recovery Act (ZIDERA) in place, citing lack of convincing change despite the signing of the GPA. Trade restrictions are likely to continue in light of indications of political instability in the country.

- Economic factors

The economic environment has been stable since the establishment of the multi-currency regime, which has seen prices being relatively stable. The strengthening of the South African Rand against the United States Dollar has seen the increase of prices of some imported brands on the local market as well as raw materials for local manufacturers. Banks are charging high interest rates on loans and are reluctant to offer long-term loans. This has inhibited Zimbabwean manufacturers' ability to secure long-term loans for recapitalization to increase capacity utilisation. Liquidity challenges continue to dog the economy in most sectors, limiting the extent to which companies offer credit facilities. Firms seeking credit facilities have to undergo stringent credit assessment processes to minimise default risk. The much awaited Foreign Direct Investment has not been forthcoming. Therefore the prospects of seeing any improvement in the country's liquidity levels have shifted from Foreign Direct Investment to mining. Diamonds mined at Chiadzwa are expected to generate the most needed foreign currency. Regional trade liberalisation continues to be a factor with the

ongoing implementation of the SADC and COMESA free trade protocols. This has resulted in a proliferation of goods particularly from South Africa being in Zimbabwean shops without having had to incur customs duties.

- Social factors

Due to the economic crisis over the last decade and the consequent opening up of the economy to imported goods, Zimbabwean consumers have been well exposed to a variety of products which are readily available on the market. Consumers are mostly seeking; value for money, affordability, convenience and quality. While local products are generally preferred to imports, they are by and large more expensive and often inconsistently supplied, hence the flourishing of imported brands. The cost of living for consumers is relatively low except for the high charges placed on utility bills resulting diminishing purchasing power of consumers. Unemployment remains very high currently standing at 86%, hence the bulk of economic activity in Zimbabwe is in the informal sector. The skills flight of past years has eased considerably and the economic stability has allowed a trickle of Zimbabweans to move back home with their skills and savings. The services provided by utilities continue to be a cause for concern with electricity and water being short and erratic in availability. Companies have had to invest significant amounts in generators and boreholes as a means of back-up. These however aren't capable of sustaining large operations for prolonged periods of time.

- Technological factors

There have been improvements in production and packaging technology and these are trickling onto the market. Manufacturers such as Surface Investments and Delta Beverages have benefited from the purchase of modern plant facilities which are highly efficient. The bulk of the local manufacturing industry, however, is still struggling to raise capital to invest in similar technology. Firms are still grappling to produce due to the use of outdated, inefficient and unreliable machinery, resulting in very high production costs. Marketing budgets are also very limited when compared with international brands. The quality of local packaging continues to lag behind. In the detergents sector, new product concepts such as shower gels and hand washes have been brought in; and in the margarines and spreads category; tubs have been introduced to complement the traditional wrappers. The use of genetically modified agricultural products by foreign firms is helping them knock down costs of their final product.

1.2.2 Background to Olivine Industries

Olivine Industries is one of the largest manufacturing companies of fast moving consumer goods in Zimbabwe. Having been formed in 1931, Olivine is a producer of margarines, candles, bakers' fats, soaps and cooking oils. Through Chegutu Cannery (a company it has 100% shareholding) it produces canned beans, tomatoes, fruits, jams and marmalades. Olivine's major brands are Buttercup margarine, Jade bath soap, Olivine cooking oil, Paafex puff pastry, Dolphin soap, Perfection soap, Bigben soap and the Olivine brand on canned range. Olivine just like other Zimbabwean manufacturers also faced stiff competition from the influx of imports into our country.

Olivine Industries has been greatly affected by the current liquidity crisis which has led to inadequate local funding for companies. Thus in reaction to this Olivine cut on its marketing expenditure leaving the organisation with no marketing budget to do any marketing activity to entice buyers to purchase their product.

1.2.3 Five Forces Analysis

Olivine Industries is in the business of manufacturing and marketing a diverse range of consumer and industrial products. The competitive environment it operates in spans across borders due to trade liberalisation policies in operation. The competitive environment is also characterized by forces which make it attractive or unattractive for Olivine Industries.

- The Threat of New Entry

Olivine is struggling to recover from a decade of economic decline and in order to achieve the desired levels of business, the firm requires recapitalization. This significantly limits the threat of new major manufacturers locally as the costs of new entry are high. Because local manufacturers are collectively failing to satisfy the market's demand and import barriers are low, the threat of new entry into the market from imports is high. The fact that foreign currency is the currency in use makes the Zimbabwean market attractive for companies wanting to export here. Canned products, cooking oil, margarines, soaps, candles and Bakers fats from South Africa are flooding the market and competing mainly on price. Olivine, therefore, faces stiff competition from imported brands, a situation that did not prevail a decade ago.

- The Bargaining Power of Buyers

The competitive environment has a sizeable pool of suppliers for most of Olivine's product categories. The cost to consumers of switching from one supplier to another is low due to the presence of several suppliers of both consumer and industrial products, both locally and from the region. The falling away of many previously strong customers has led to the bargaining power of remaining buyers being high. This environment means that Olivine Industries can be forced to follow the dictates of the buyers in its marketing mix. This strength is particularly evident in the Industrial sector in categories such as bakers' fats.

- The Bargaining Power of Suppliers

Dollarization has opened up the world in terms of suppliers. Whereas previously a lot of suppliers such as packaging ones were in a monopoly position, one can now import from anywhere in the world. This has weakened many of Olivine's local suppliers such as Metal box, Hunyani etc. Farmers however have had their hand strengthened due to the low agricultural output. This has allowed people like soya bean farmers to be able to speculate.

- The Threat of Substitute Products

Currently there is a move towards embracing technology as well as moves towards a healthier lifestyle. Consumers are tending towards products that are convenient and can give them more benefits. While products such as margarine can be substituted by butter, this has tended to affect consumers in the top LSM's. Cooking oil continues to be a staple product but trends are moving towards healthier alternatives to soya and cotton oil such as canola and olive oil. Canned products such as fruits and vegetables continue to be under threat from fresh farm produce. Consumers today are however reading the nutritional information on packaging and not purchasing products with ingredients that are considered unhealthy.

- Competitive Rivalry

Competitive rivalry on the market is therefore high because borders have been removed and manufacturers are fighting for very limited disposable income. In the cooking oil category for example, there are currently four oil expressers fighting for a very depressed quantity of soya and cotton seed. The fact that local growers are not using genetically modified seed has also constrained yields. This is in addition to the South African companies who are currently plagued by overcapacity in their country. Product from COMESA countries is also landing on

Zimbabwean shelves. This is evident with products such as Geisha soap which is being manufactured in Kenya.

Table 1.1 SWOT Analysis of Olivine Industries

<p>Strengths</p> <ol style="list-style-type: none"> 1. Solid asset base and skills 2. Strong corporate image 3. Strong brands 	<p>Weaknesses</p> <ol style="list-style-type: none"> 1. Inadequate working capital 2. Aging plant and equipment 3. Poor marketing initiatives
<p>Opportunities</p> <ol style="list-style-type: none"> 1. Unmet customer demand 2. Ban on imports for certain product categories 	<p>Threats</p> <ol style="list-style-type: none"> 1. Influx of imports 2. Erratic power supplies 3. Lower levels of disposable incomes

1.3 RESEARCH PROBLEM

As cited in the Introduction (section 1.1) above, the literature clearly reflects that proper brand management strategies bring about advantages to the organisation such as increased sales, increased profitability, and as well higher value for the organisation when brands are viewed as assets.

However this does not seem to be the case at Olivine as demonstrated by poor marketing initiatives. As cited in the Background (section 1.2), Olivine lacks the marketing innovativeness.

In this current environment of globalisation brands are everywhere, it's rare to see an unbranded product in stores or even on advertisements. Thus if brands are not properly managed the company will fail to see the value of the brand or the true essence behind the brand, thus they will not reap the benefits of proper brand management strategies highlighted in the Introduction (section 1.1).

The research problem of this study is therefore to evaluate how Olivine Industries is addressing brand management strategies with a view of making recommendations to improve the organisation's approach to brand management.

1.4 RESEARCH OBJECTIVES

The main objective of this research is to evaluate brand management strategies. Below are the other objectives

- 1) To establish how brands are managed at Olivine
- 2) To find out brand management processes at Olivine
- 3) To find out the inhibitors to effective brand management strategy
- 4) To recommend measures that are required to ensure that Olivine would benefit from branding strategies

1.5 RESEARCH QUESTIONS

- 1) How are brands managed at Olivine?
- 2) What brand management processes are at Olivine?
- 3) What are the inhibitors to effective brand management strategy?
- 4) How can Olivine benefit from brand management strategies?

1.6 RESEARCH PROPOSITION

Olivine's brand management strategies have limited success because of low levels of marketing communications, non-renewal of trademarks and lack of marketing innovativeness.

1.7 JUSTIFICATION OF THE STUDY

The study will provide information that will enable various companies to appreciate the aspect of brand management and thus enabling manufacturers to package and brand products in the manner that meets consumer's demands and satisfaction.

The research will provide recommendations and information which can be used in improving Olivine Industries' marketing work.

The research will also assist students of marketing in gaining a more practical perspective in the field of brand management.

The study will enable the researcher to gain more insight in brand management that will be used in improving her work as an Olivine employee.

1.8 SCOPE OF RESEARCH

The study is based on a case of one organisation and this may pose a challenge that some generalizations may not be applicable to other organisations. Other limitations pertaining to data analysis tools, finance and time will be highlighted as the report progresses.

1.9 DISSERTATION OUTLINE

- Chapter One

The introductory chapter to the study that encompasses the following; background, research problem, research objectives, research questions proposition of the study, justification of the research and the scope of the research.

- Chapter Two

This chapter covers the literature review that is definition of terms, the theoretical underpinnings and as well the views of some authorities concerning the study.

- Chapter Three

This chapter covers the research methodology giving a detailed analysis of how the study will be carried out.

- Chapter Four

Data presentation and analysis of the major findings of the research study is covered in this chapter.

- Chapter Five

This is the last chapter that encompasses the conclusions and recommendations of the study.

1.10 CHAPTER SUMMARY

This chapter covered the background to the study, research problem, research objectives, research questions, proposition of the study, justification of the research and the scope of the research as well as the outline of the whole dissertation.

CHAPTER TWO

LITERATURE REVIEW

2.1 INTRODUCTION

According to Miller (2011), literature review involves reviewing existing knowledge to identify what is already known and the current thinking in literature with the purpose of developing an appropriate conceptual and theoretical framework. Saunders, Lewis and Thornhill (2011), further add that literature review takes into account what has already been published by other accredited scholars and researchers on the given topic. Saunders, Lewis and Thornhill (2011) give the following as the purposes of literature review;

- Assisting the researcher in refining questions and objectives of the study
- Exploring research areas that have not been covered by existing literature
- Discovering recommendations for further research by providing justification of the research questions and objectives of the study
- Enabling the researcher to avoid doing the work that has already been done
- Discovering and providing an insight into research approaches, strategies and techniques that are appropriate to the research questions and objectives

This chapter presents literature review on definitions of brand and its branding elements. It also provides literature on the branding strategies, the implementation process, the models and study variables in a way that the research objectives are elaborated. The researcher has also provided critique of the literature.

2.2 DEFINITIONS

2.2.1 Brand

Kotler, Keller, Brady, Goodman, and Hansen (2009) ,define a brand as, ‘a name, term, sign, symbol, design, or a combination of these elements that is intended to identify the goods or services of the seller and differentiate them from competitors.’ The historical evolution of

brands has shown that brands initially have served the roles of differentiating between competing items, representing consistency of quality and providing legal protection from copying (Bradley 1995).

2.2.2 Branding

Masterson and Pickton (2010), define branding as a strategy used to differentiate products and companies building economic value for both the consumer and the owner. It is the process of building a brand. Branding is a marketing function that identifies products and their source and differentiates them from all other products. Branding is important for consumer decision-making, as it provides a road map to identifying professional services with high value (Keller 2008). The more differentiated the brand, the less likely the customer will switch to a substitute.

2.2.3 Brand equity

According to Aaker (2004), brand equity is a set of brand assets and liabilities linked to a brand, its name and symbol, that adds to or subtract from the value provided by a product or service to a firm or to its customers. Keller (2008) is of the view that brand equity is the differential effect of brand knowledge on consumer response to the marketing of the brand, where brand knowledge consists of brand nodes in memory to which a variety of associations are linked. According to Aaker (2004), brand equity provides value to customers by enhancing their interpretation and processing of information, increasing confidence in the purchase decision, and raising the level of satisfaction. Brand equity also provides value to the firm by enhancing efficiency and effectiveness of marketing programs, prices and profits, brand extensions, trade leverage, and competitive advantage (Aaker 2004). Brand equity has value both to a branding company and to a brand's user. Brand equity is viewed as the value of the brand in the marketplace that is, a high equity brand has high value in the marketplace.

2.2.4 Brand awareness

Brand awareness is the ability for a customer to recognize or recall that a brand is a member of a certain product category (Aaker 2004). Even if consumers are fully aware of a specific brand, it does not necessarily mean they prefer the brand, attach a high value to it, or

associate any superior attributes to the brand; it just refers to recognizing the brand and identifying it under different conditions. Awareness can affect perceptions and attitudes, and it may drive brand choice and loyalty. Awareness has several levels such as unawareness of the brand, brand recognition, brand recall, and the top-of-mind brand. Brand awareness involves a continuum ranging from an uncertain feeling that the brand is recognised to a belief that it is the only one in the product category (Keller 2008). Brand awareness affects consumer decision making by influencing the formation and strength of brand associations in the brand image (Keller 2008).

2.2.5 Brand associations

Keller (2008) defines brand associations as informational nodes connected to the brand node in memory that holds the meaning of the brand for the consumer and such associations contain perceptions of brand quality and attitudes. Thus it is any mental linkage to the brand. Marketers use brand associations to differentiate, position, extend brands, and create positive attitudes and feelings toward a brand (Aaker 2004). Brand associations may include, product attributes, customer benefits, uses, life-styles, product classes, competitors and countries of origins. The association not only exists but also has a level of strength.

2.2.6 Brand image

Keller (2008) defined brand image as perceptions about a brand as reflected by the brand associations held in consumer memory. Keller (2008) also postulates that different types of brand associations making up brand image include product-related or non-product related attributes, functional, experiential, or symbolic benefits, and overall brand attitudes. High levels of brand awareness and a positive brand image increase the probability of brand choice and enhance consumer loyalty whilst reducing vulnerability to competitors' promotional activities.

2.2.7 Brand loyalty

According to Zeithaml and Bitner (2002), brand loyalty is the attachment that a customer has to a brand and can be viewed through customer's commitment to particular brands depending on; switching costs, substitute availability, previous satisfaction level and the perceived risk associated with the purchase. Odin, Odin and Valette (2001), a consumer who tends to

repurchase the same brand and who attaches great importance to brands of his choice is said to be brand loyal.

2.3 BRANDING STRATEGIES

Laforet and Saunders (1999) quoted in Mann and Kaur (2013) define branding strategy as the manner in which companies mix and match their corporate, house, family and individual brand types for their products. Osler (2003), is of the view that brand strategy is a translation of the business strategy for the market place. Aaker (2004), views brand strategy as entailing the reactions to market conditions, whilst Keller (2008), believes that it comprises developing common distinctive features of different or various products provided by the company. According to de Chernatony (2001), brand strategy entails strengthening the images of different products or services sold by an organisation. Alamro and Rowley (2010), view branding strategy as a set of integrated strategies and sub strategies used by brand owners to achieve their objectives. They have put forward six components which are; brand positioning, brand personality, brand identity, brand values, brand architecture and communications. All in all a branding strategy is basically a translation of the business strategy for the market place (Osler 2003).

2.3.1 Components of Branding Strategies

Alamro and Rowley (2010) have put forward six components which are; brand positioning, brand personality, brand identity, brand values, brand architecture and communications. These components can also be referred to as brand strategy elements.

2.3.1.1 Brand Positioning

According to Kotler (2003), brand positioning involves designing the company's offer and image so that it occupies a distinct and valued place in the customer's mind. Kapferer (2008) views brand positioning as targeting a specific market segment by presenting an image aimed at that segment. Thus brand positioning is the creation of an image in the customer's mind about what the brand signifies.

2.3.1.2 Brand Personality

Brand personality is defined by Aaker (2004), as a set of human characteristics associated with a brand. According to Kotler and Pfoertsch (2006), brand personality involves giving a brand a persona or human qualities. Alamro and Rowley (2010), sum it up by giving it as the anthropomorphising of a brand in order to increase its appeal.

2.3.1.3 Brand Identity

According to Kapferer (2008), brand identity refers to the connotations that a brand elicits in the minds of consumers. It is also a set of associations that a brand owner wishes to make or maintain (Aaker 2004).

2.3.1.4 Brand Values

According to Osler (2003), brand values are the characteristics that provide consistency of the brand's behaviour. It is what the brand can offer in terms of benefits (Aaker 2004).

2.3.1.5 Brand Architecture

Brand architecture refers to how a brand is promoted in an organisation amongst other brands in that organisation (Osler 2003). According to Hatch and Schoultz (2008), brand architecture is a term that can be used as a synonym for branding strategy that explains how multiple brands owned by a company relate to each other.

2.3.1.6 Communications strategy

According to Dewhirst and Davies (2005), a communications strategy refers to the means by which an organisation promotes a brand. This would involve how the plan is made basing on a brand identity.

2.3.2 Importance of branding strategy

Branding strategies create long term brand equity through the customer responses they engender, thus the wide acknowledgement of their influence on consumer behaviour to create shareholder value (Keller 2008). Mann and Kaur (2013), are of the view that an appropriate branding strategy is important in that it influences purchasing behaviour through its reinforcement of the desired positioning.

According to Alamro and Rowley (2010), branding strategy makes use of brands to achieve the company's objectives thereby creating value through the provision of a compelling and

consistent offer also known as the brand promise that is backed by positive customer experience or brand experience which leads to repeat purchases and customer satisfaction.

According to Van Riel and Bruggen (2002), a branding strategy that is strong adds significant value by assisting the organisation and its management to implement a long term vision, create the brand's unique position in the market place. They further postulate that a corporate branding strategy enables an organisation to leverage on its tangible and non-tangible assets leading to branding excellence.

2.3.3 Evaluation of branding strategies

There are many different types of branding strategies with some being more effective than others depending on the type of industry they are applied. Mann and Kaur (2013) are of the view that there is no branding strategy that is better than the other but rather suitability of the branding strategy is depended on how the branding strategy matches with the characteristics of the offering. Dibbs (1997) is also in agreement that there is a wide spectrum of possible branding strategies and he further postulates that the decision for use of branding strategy is depended on ownership of brands and the structure of brand systems.

When looking at ownership of brands, Kotler (2003) and Dibbs (1997) share the same views in regards to ownership since they both differentiate between five categories as shown in the figure 2.1 below.

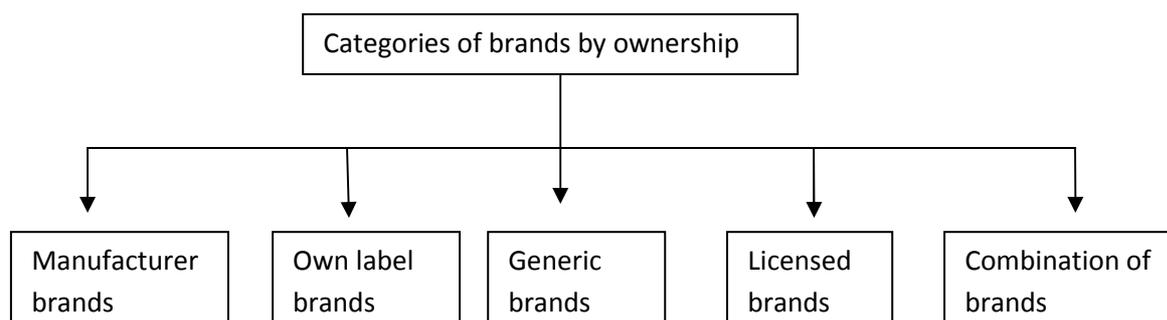


Figure 2.1 Title: Categories of brands by ownership

Source: Kotler (2003)

Manufacturer brands, according to Kotler (2003) are initiated and owned by manufacturers and Kotler also refers to them as national brands. Ferrell and Pride (2012) view manufacturer brands as brands that require a producer to be involved in the pricing, promotions and

distribution of the product. Thus basically manufacturer brands are a strategy by which a producer of a product decides to maintain own brand with the aim to create repeat purchases and gain consumers trust. According to Ferrell and Pride (2012), the producer stimulates demand for the product which encourages retailers to stock it.

Own label brands are also referred to as private label brands which are initiated and owned by resellers where the product does not bear the manufacturer's name (Dibbs 1997). Keller (2008), defines own label brands as products produced by one company and sold under a different company's name, that is they are marketed by retailers and sold only in the retailer's outlets. According to Kumar and Steenkamp (2007), there is a general assumption that own label brands are for low income households of which the notion is no longer true. According to Kotler (2003), private label brands came about as a result of retailers searching for manufacturers with excess capacity to produce products for them at a lower cost. Retailers give prominent display to their own products leading to manufacturer's brands dominance weakening which has led to the belief that own labels will eventually knock out the strongest brands (Kotler, 2003).

Generic brands are products that only indicate or show the product category without including the company name or other identification information. According to Keller (2008), a generic brand is a product without a recognised name that is in most cases less expensive than brand named products as it is not advertised or promoted which can inflate the cost of the product. Basically generic brands have plain labels and trimmed down packaging and this makes them to be viewed as substitutes to more expensive brand name products.

According to Kotler and Armstrong (2002), licensed brands require a legal licensing agreement where the licensing company receives a fee or royalty in return for allowing use of its brand or trademarks by another company. This essentially means the renting of an intangible item such as a name, symbol or even a logo. Basically licensing a brand is when a company allows use of its popular brand by another company wishing to promote their products in association with the popular brand for a set period of time in an agreed territory.

Combination brands, according to Dibbs (1997), involve the cooperation of two manufacturers of branded goods for one product. This is two companies combine their products into a single product. According to Kotler and Armstrong (2002), combination branding can also be referred to as co-branding and this is where two established brand names of different companies are used on the same product with the aim of creating greater

customer appeal and brand equity, though they are issues of complex legal contacts and licenses that can act as setbacks.

When looking at structure of brands, Dibbs (1997) distinguishes the structure of brand systems between four categories that show how an organisation's products and brands are related, as shown in figure 2.2 below.

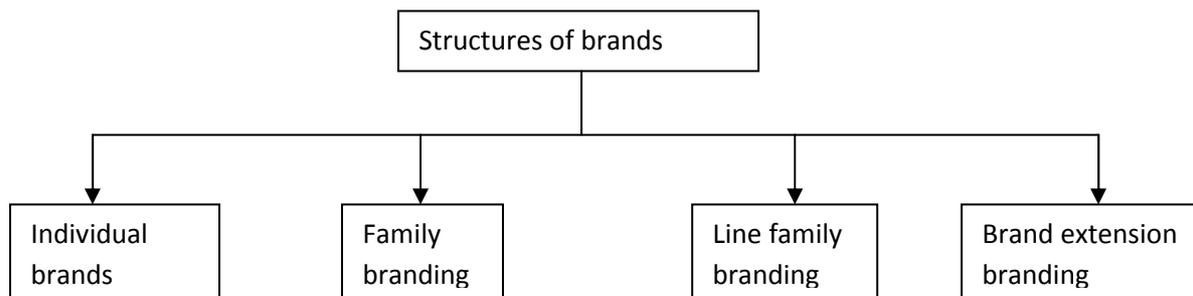


Figure 2.2 Title: Categories of brands by Structure

Source: Kotler (2003)

Individual branding involves naming each product differently with its own brand name (Dibbs 1997). According to Kotler and Armstrong (2002), individual branding is when a company enters a new product category and create a new brand name or it acquires from other companies. According to Ferrell and Pride (2012) each product is named differently with the advantage that when a poor product is introduced it does not affect other products from the same organisation. The only drawback is that offering too many brands can result in a company spreading its resources too thin (Kotler and Armstrong 2002).

According to Ferrell and Pride (2012), family branding is when all of the firm's brands are branded with the same name or at least part of the name, with the benefit that when promoting one product you also promote that firm's other products. Dibbs (1997) is of the view that family branding involves having products in multiple categories having the same brand name and this permits the use of a strong brand in a diversified product line which risks dilution of brand equity.

Line family branding is a family brand for all products of a line that is a product line sharing the same name (Dibbs 1997). According to Ferrell and Pride (2012), one brand name is used for products within a line but not used for the firm's product in a different line. Kotler and Armstrong (2002), postulate that line family branding is beneficial in that it is usually at a

low cost and the risk pertaining to new product introductions is reduced, though the major setback is that an over extended brand name may lose its meaning or may confuse customers.

Brand Extensions is using an existing brand name to launch a product in a different category (Verma 2002). Kotler and Armstrong (2002), also defined brand extensions using a successful brand name to launch new or modified products in a new or different category and this gives the product faster acceptance and instant recognition, with the shortfall that if a brand extension fails it may harm consumer attitudes towards other products carrying the same name. Ferrell and Pride (2012), explain the difference between line family branding and brand extensions that for line family branding all products in the line carry the same name but for brand extension there can be other brands in the same line.

As has been said earlier there are many branding strategies that have been put forward by different scholars. According to Rao, Agarwal and Dahlhoff (2004), there are several taxonomies for classifying branding strategies and the most important are by Olins, Murphy and Laforet and Saunders. Their categories are given below;

- Olins (1989), proposed a three category scheme of;
 - Corporate identities only
 - Corporate name with subsidiary name
 - Branded identities
- Murphy(1989), suggested four categories of;
 - Corporate – dominant
 - Brand – dominant
 - Balanced systems
 - Mixed systems
- Laforet and Saunders (1994) uses three categories of;
 - Corporate branding
 - Mixed branding
 - House of brands

Keller also proposed his own list even though he was not mentioned by Rao, Agarwal and Dahlhoff (2004), this is an addition that shall be added to the list. Keller (2008) uses four categories of;

- Corporate brand

- Family brand
- Individual brand
- Modifier

The above propositions from different scholars basically borrow from what Dibbs (1997) had put forward and has been explained in depth above.

2.4 STRATEGY IMPLEMENTATION PROCESS

According to Keller (2008) a branding strategy is critical because it is the means by which the firm can help consumers understand its products and services and organise them in their minds. Thus strategies are important but it is their implementation that is decisive. According to Zafar, Babar and Abbas (2013), the implementation of strategies involves making the strategy work as intended or putting the organisation's strategy into action. A generic strategy implementation model (McKinsey 7-S) as well as a brand strategy implementation model shall be discussed below.

2.4.1 McKinsey 7- S Framework

Jeffs (2008), in implementing strategies puts forward the 7-S Framework developed by Mckinsey Consultants that shows the interrelationships between different aspects of corporate strategy. According to Tom Peters and Robert Waterman the 7S model can be used in implementing a proposed strategy through taking note that there are seven internal aspects of an organisation that have to aligned for it to be successful. Jeffs (2008), gives the seven key elements of the Mckinsey framework as given below;

1. Strategy- what is to be evaluated and how the plan is devised to maintain and build competitive advantage and achieve its overall goals.
2. Structure –how the organisation is structured involving the hierarchy of responsibility and accountability and also how the business is organised functionally, geographically or by product – market.
3. Systems – organisational procedures that include the staff members' daily activities and procedures they engage in to get the work of the business done effectively and efficiently.

4. Style – leadership and culture which involves the leadership style that would have been adopted as well as how the leaders behave towards customers, employees and other stakeholders.
5. Staff – involves the employees and their capabilities
6. Skills – key capabilities or core competencies that the business has access to, including the actual skills of the employees working for the company.
7. Super-ordinate goals / Shared values– core values, beliefs and mission of the organisation that are evidenced in the corporate culture and the general work ethic.

Jeffs (2008) goes further to say that each of the above aspects has to interrelate with each other and should have equal prominence despite some being more tangible than others, where strategy, structure and systems are referred to as the hard elements, whilst style, staff, skills and shared values are the soft elements.

There is no model without criticism, the 7S framework is criticised for being more concentrated on achieving strategic fit than any other. According to D’Aveni (1999) using the 7 S framework makes the organisation more vulnerable to competition because of the consistency the strategies become more predictable and easier for competitor to anticipate and copy or beat.

2.4.2 Brand Strategy Implementation

As put forward earlier that the 7-S framework mostly concentrates on corporate strategy and this leaves functional strategies such as brand strategies with no generic models to follow. Montenegro (2013) puts forward a brand strategy implementation diagram that was modelled by Scott Van Wagner. Figure 2.3 shows the brand strategy implementation that shall be adopted for discussion in this study.

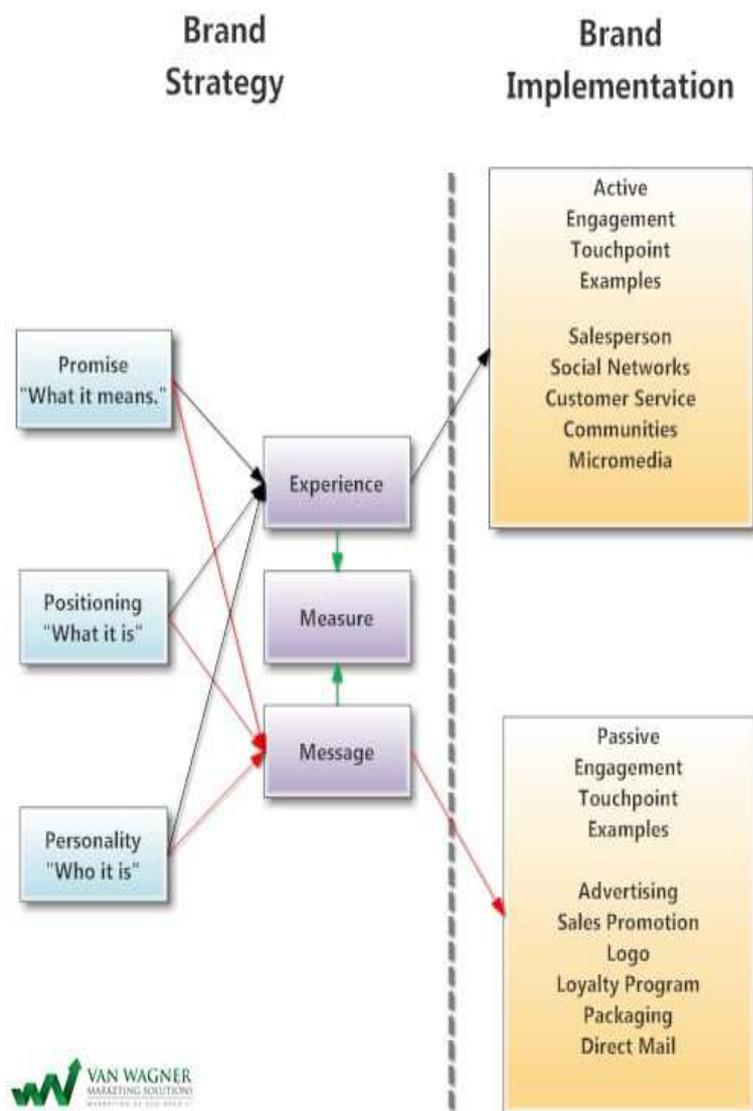


Figure 2.3: Brand Strategy Implementation

Source: www.dmxperts.com (accessed 08/12/14)

Figure 2.3 shows the implementation tasks which are experience creation, message delivery and measuring the results. These three activities are directly related to the brand aspects that can be controlled, which are the brand promise, brand positioning and brand personality. These brand elements have to be properly represented in the customer experience through the implementation efforts that will be done.

From figure 2.3 above, brand implementation process can be looked at through the touch points that have been put forward as active and passive touch points. Touch points are when consumers are open to influence, as Hogan, Susanne, Alamquist and Glyn (2005) also agree that touch points are an interaction between the company and customer, this is usually when

the customer is open to influence. Hogan et al, (2005) is also of the view that many touch points have little upside impact on brand equity but can destroy the brand equity if they fail.

From figure 2.3 above, active touch points include examples such as sales person, social networks, customer service, communities, and micro media. According to Vandermerwe (2000), when looking at sales person, customer service and customer communities he says that there is no substitute for dialogue and face to face contact with the customer in order to get the level of trust required in the relationship. On social networks and internet Vandermerwe (2000), is of the view that the interactivity of the internet is an enabler for companies to deliver personalised value whilst avoiding trade-offs that would leave customers on the losing end.

According to Vandermerwe (2000), active touch points are those where there is actual dialogue or interaction between customer and the brand or where the customer has the greatest experience with the brand. The active touch points represent the experiences the customer has with the brand that have to be aligned with the brand strategy elements through the implementation process (Montenegro 2013).

From figure 2.3 above, passive touch points include examples such as, advertising, sales promotions, logo, loyalty program, packaging and direct mail. According to Montenegro (2013), passive touch points are customer engagements that have no direct interaction or dialogue between the customer and the brand. Basically they deliver the brand message. According to Hardy (2010), brand implementation is easier when using passive touch points as they are of a more controlled nature of customer experiences. Montenegro (2013), is of the view that with passive touch points there is a human element which lends a degree of spontaneity, and a lack of control to such types of customer experiences.

After implementing the customer experience and message, the next thing is measuring the results. How the strategy is implemented is important for the success of the brand.

2.5 INHIBITORS TO BRAND STRATEGY

According to Jeff (2008), there are various inhibitors to strategy which can lead to failure in properly executing the strategy, and he gives the following reasons that it might be due to,

company initiatives not properly aligned to strategy, company processes not aligning to strategy and also employees and stakeholders failing to engage. Also strategy implementation can be inhibited by lack of resources, poorly defined processes lack of support and no follow up.

Drawing down to brand strategies there are some inhibitors that will be looked at. Below are the inhibitors or limitations to branding strategy.

According to Solomon, Marshall and Stuart (2008) looking at individual brands or a new brand they put in different limiting factors such as, huge costs to build new brand, high percentage rate of failures. According to Solomon, Marshall and Stuart (2008), nearly 40% of new products fail, whilst for new brands it is even higher around 80-90%. Time is also another inhibiting factor where Solomon, Marshall and Stuart (2008), say that a company needs a long time to understand the market in terms of people's willingness, needs and wants and also to analyse the competition.

According to Aaker (2004), when looking at brand extensions there are three main inhibitors which are dilution of existing brand image, cannibalisation and occurrence of a disaster. Viot (2007) is of the view that an extension poses a huge risk to the existing brand where the brand image may be diluted through occurrence of undesirable associations. Aaker (2004) argues that associations created by an extension can harm an image that had been a key asset reducing the brand's credibility. According to Aaker (2004) extensions can cannibalise the brand's existing products where the extension's sales are increasing and the brand's products are decreasing. Aaker (2004) further postulates that the extension's good sales figures cannot compensate for the damage done to original brand's equity. Aaker (2004) also says that the occurrence of a disaster that the firm cannot control tarnishes the brand and any other extensions to the brand.

Alamro and Rowley (2010) also put forward some inhibitors pertaining to corporate branding where they say, if anything goes wrong with one product the corporate is tarnished as well as other products are damaged by association. They further argue that marketers are inhibited or limited in the expansion the company's portfolio as it seems that the company's offerings are chained to its original flagships product thus working against creation of new power brands.

2.6 CONCEPTUAL FRAMEWORK

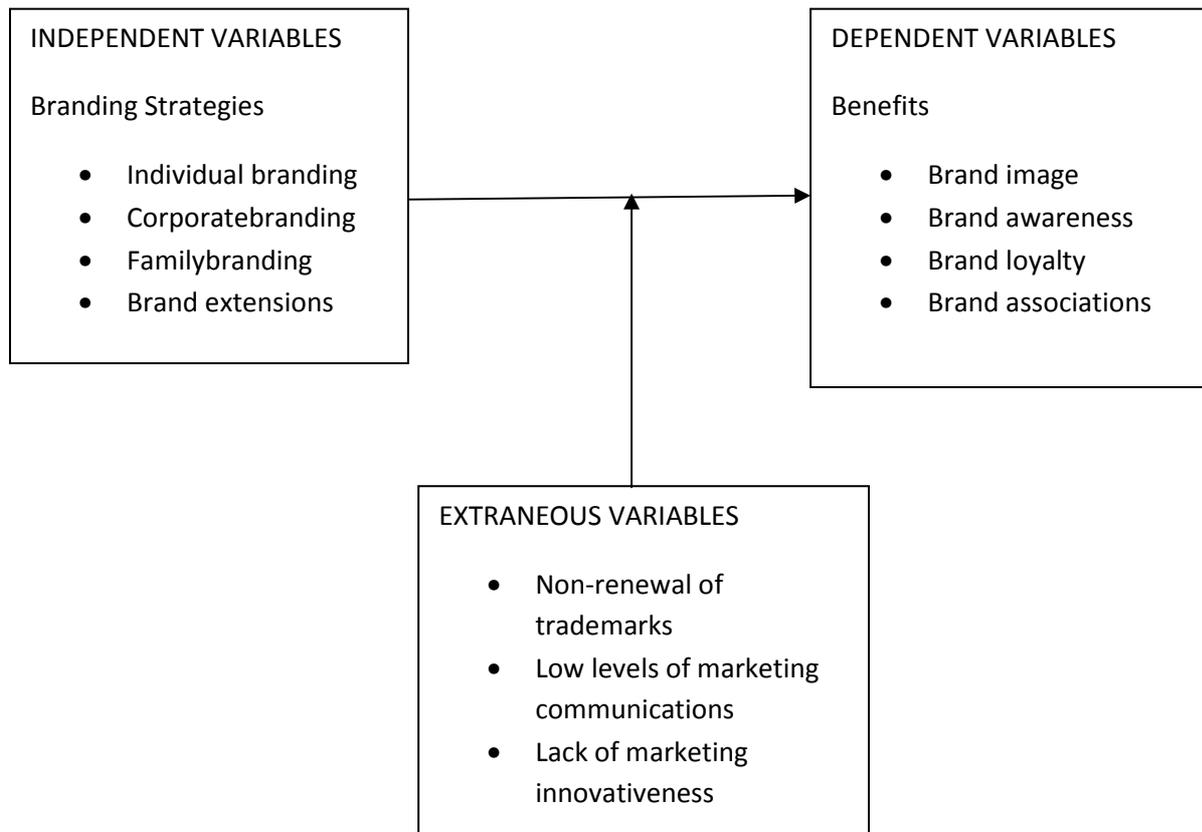


Figure 2.4: Conceptual Framework

The independent variables consist of the branding strategies that have already been explained in depth above in section 2.3.3. The use and implementation of proper branding strategies for a given sector has benefits that will accrue to the organisation.

The dependent variables consist of branding elements that are of benefit to the organisation. These branding elements have been explained fully in section 2.2 above. The benefits that accrue from these branding elements are only depended on the correct branding strategy that is used.

The extraneous variables are variables that can affect the results of the study when they are not controlled. From above these are, non-renewal of trademarks, low levels of marketing communications and lack of marketing innovativeness.

According to Kotler (1999), a trademark refers to words or symbols that are legally protected belonging to a particular company or brand which is officially registered thus protecting it

against use by others. If a trademark is registered its owner can sue anyone who infringes use of their trademark. If a trademark is not renewed it expires and it thus opens up to use of the name or symbol by competition in other geographical areas.

Marketing communications is an element of the four P's of the marketing mix also referred to as promotion (Kotler 1999). According to Burnett and Moriarty (1998), marketing communications also refers to the different messages that are conveyed through different mediums to put the marketing offer to the target market and these include advertising, sales promotions, packaging, publicity, branding, public relations promotions, direct marketing, packaging, graphic design and sales.

According to Masterson and Pickton (2010), innovation involves changing or creating more effective processes, ideas and products thereby increasing the likelihood of a business' success. Marketing innovation involves the creation and improvement of dynamic products, services and ideas. Marketing innovation is important for the success and growth of an organisation as it aides in the growth and adaptation in the market place.

2.7 CONCLUSION

In reviewing past literature the researcher looked at different definitions of the brand and its elements. The various branding strategies were looked at in depth as they were also evaluated. A brand strategy implementation model was analysed as well as the inhibitors to brand strategy. However, prior literature is weak in the sense that it does not address research objectives/questions cited in chapter 1, hence this study looks at branding strategies from a Zimbabwean perspective.

The conceptual framework in Figure 2.4 above guided this investigation and the next chapter outlines the methodology that was employed in this study.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter covers the methodology used by the researcher in carrying out the study, which is the research design, the research philosophy and the research strategy chosen. The population, sampling techniques, sources of data, data collection procedure and data analysis shall also be discussed in this chapter. The chapter will end with the research limitations, ethics and data credibility.

3.2 RESEARCH DESIGN

According to Saunders, Lewis and Thornhill (2011), research design is the process of turning research questions into a research project by providing a framework for data collection and analysis. Yin (2008) puts forward the view that a research strategy guides the researcher in collecting, analysing and interpreting observations by allowing them to draw inferences concerning causal relations among the variables under investigation. According to Yin (2008), there are three categories of research design which are explanatory research, descriptive and causal research. This study is an explanatory or descriptive study as it seeks to answer the how and why questions on Olivine's brand strategy.

According to Yin (2008) one of the five rationales for using a single case is that the case has to be typical or representative. Olivine Industries is a typical case as it is a large manufacturing company in terms of its size, number of employees, number of customers served and its turnover.

Below the elements of research design are explained fully.

3.3 RESEARCH PHILOSOPHY

According to Greener (2008), a philosophy or research paradigm is a cluster of beliefs which guides researchers in deciding what should be studied and how the results should be interpreted. According to White (2000), there are two approaches in carrying out a research which are qualitative and quantitative approach.

3.3.1 Quantitative approach

According to Kumar (2001), quantitative research is either descriptive or experimental and it involves large randomised samples and more application of statistical inference. White (2000), views quantitative research as an iterative process where evidence is evaluated and theories and hypotheses are refined and tested. According to Kumar (2001), quantitative research has an objective to determine the relationship between an independent variable and a dependent variable in a population.

3.3.2 Qualitative approach

According to Wilson (2006), Qualitative research utilises open ended interviewing to explore and understand the attitudes, opinions, feelings and behaviour of individuals. According to Kumar (2001), the purpose of qualitative research is find out what is in the consumers mind to get a rough idea about the person's perspective. According to Silverman (2000), qualitative research provides a deeper understanding of social phenomena.

Advantages of Qualitative methods

According to Mark, Woodsong, Macqueen, Guest and Namey (2005), Qualitative methods are flexible as compared to quantitative that are rigid. Another advantage of qualitative methods is that because of their flexibility the researcher is able to probe by further asking the how and why questions (Mark et al, 2005).

3.3.3 Selection of Suitable approach

According to Yin (2008), the selection of a research approach either quantitative or qualitative depends on the following:

- Nature of the research
- Type of information required
- Resource availability – time, finance and human capital

- Context of the study

The researcher used qualitative in order to gather information that cannot be obtained through quantitative. As well the selection of the qualitative approach is also centred on its advantages which are mainly aided by the flexibility of the qualitative methods as compared to quantitative methods that are less flexible (Mark et al, 2005). Qualitative methods use open ended questions that allow room for probing and getting more detailed information (Mark et al, 2005). Denzin and Lincoln (2005), are of the view that qualitative methods help in interpreting and understanding better the complex reality of a given situation, this would however enrich the researcher’s results through studying the variations in human behaviour.

3.4 RESEARCH STRATEGY

According to Saunders et al (2011), research strategy is the plan that involves how the researcher will go about answering the research questions. According to Yin (2008), there are several ways of carrying out research which include; experiments, case studies, histories and the analysis of archival information. There are three conditions that have been given by Yin (2008) on which the advantages and disadvantages of each method are depended upon. The three conditions are; the type of research questions, the control the researcher has over the actual behavioural events and lastly the focus on contemporary events as opposed to historical phenomena. Below is table 3.1 showing the conditions for research strategies.

Table 3.1: Conditions for Research Strategies

Strategy	Form of Research question	Requires control of behavioural events?	Focuses on contemporary events?
Experiment	How, why?	yes	yes
Survey	Who, what, where, how many, how much?	no	yes
Archival Analysis	Who, what, where, how many, how much?	no	Yes/no

History	How, why?	no	no
Case Study	How, why?	no	yes

Source: Yin, 2008

3.4.1 Case Study

The case study strategy was used for this research as it was found to be the most suitable because, the case study approach answers the how and why questions about a contemporary set of events (Yin 2008). According to Saunders et al (2011), the case study strategy enriches the understanding of the context of research and the processes being enacted. The case study approach was adopted for this study because;

- It generates answers to how and why questions about events the researcher has little or no control (Yin, 2008).
- Various methods of data collection can be employed such as interviews, questionnaires and observations (Robson, 2002).
- It enables examination of data within the context of its use. (Yin, 2008).
- It enables the researcher to obtain in-depth knowledge (Silverman, 2000)
- Of the limited time to carry out the research as well as accessibility to research information (Anderson, 1993)

3.4.1.1 Prejudices against the case study strategy

According to Yin (2008), a case study is a distinctive form of empirical enquiry that is however viewed by other researchers as a less desirable form of inquiry than experiments and surveys. Yin (2008), believes that this may be due to lack of rigor of the case study research because the researcher may not follow systematic procedures, or has allowed biased views to influence the direction of findings and this lack of rigor is less prevalent in other methods because of the existence of methodological texts with specific procedures to be followed.

Even though case studies have been criticised for providing little basis for scientific generalisations, Yin (2008) states that case studies like experiments can also be generalisable to theoretical propositions and not to populations or universes, thus the case study's goal is to generalise theories and not to enumerate frequencies. White (2000) also defends use of case studies by stating that people fail to differentiate between case study research and case study

teaching, where case study teaching involves altering research material to demonstrate a concept, and this is not permissible in case study research.

3.5 DATA COLLECTION

3.5.1 Population

Saunders et al (2011) refers to a population as a full universe of people or things from which a sample is selected. Thus a target population refers to the entire group of individuals or objects to which the researcher is interested in generalising the conclusions. For this study the target population is Olivine industries' management and customers based in Harare. According to McClave, Benson and Sincich (2007), the focus in studying a population is on one or more characteristics or properties of the units in the population. Management was selected because they are involved in the planning of the organisation, whilst customers are selected because the interface with the brands.

3.5.2 Sampling Procedure

According to Saunders et al (2011), there are two sampling procedures which are probability sampling and non-probability sampling. Probability sampling ensures that the probability of each case being selected from the population is equal and known for all cases and non-probability sampling being the probability of each case being selected from the total population not known (Saunders et al 2011). According to Denzin and Lincoln (2005), probability sampling procedures include simple random, cluster and stratified sampling and the non-probability sampling procedures are convenience, judgemental and quota sampling. Qualitative research methods use non probability sampling (Salant and Dillman, 1994).

For this study one type of non-probability sampling technique was used which is the judgemental or purposive sampling technique. According to Curtis (2000), judgemental or purposive sampling is mainly used when studying small samples using intense and focused methods such as in-depth interviews. Wiederman and Whitley (2002), are of the view that to obtain data for qualitative research purposive or judgemental sampling is selected. For this study the following respondents in table 3.2 were chosen.

Table 3.2: Research Respondents

Internal Respondents	External Respondents
Managing Director	Branch buyers x 2
Sales and marketing director	Head office buyers x 2
Brand manager	Branch managers x 2
National sales manager	
Distribution manager	

The above respondents in Table 3.2 were purposively selected because of the roles they play that are as follows; the Managing Director is the head of the organisation and in charge of all strategies, the Sales and Marketing Director approves the branding strategies, the Brand Manager is involved in the implementation of the branding strategies, the National Sales Manager interfaces with the customers who buy the brands and the Distribution Manager is the interface between the customer and the organisation by getting the brands to the customers. The external respondents included the branch buyers, head office buyers and branch managers because they are the ones that interface with Olivine's brands on a day to day basis.

3.5.3 Research Instruments

3.5.3.1 Questionnaires

Questionnaires are used to collect primary data. Oppenheim (1992) defines a questionnaire as a tool for collecting and recording information. A questionnaire can be structured or semi structured. The advantages of a questionnaire are that, there is anonymity for respondents so truthful responses can be obtained, and that they are not expensive, the disadvantages are that responses may not be accurate due to a misread or misunderstand by the respondent, the response rate may be low and partial completion of the questionnaires (Sallant and Dillman 1994).

For this research semi structured questionnaires were used. Semi structured questionnaires are different from structured questionnaires in that the relationship between the researcher

and the participant is not strictly scripted as there is no questionnaire containing the complete list of questions posed to the respondent (Fontana et al, 2005). Fontana et al (2005) goes further to explain that semi structured questionnaires follow a conversational mode that presents opportunity for clarification of the subject matter. Thus semi structured questionnaires were chosen because they are conversational that is they allow two way communication and they also give room for probing.

3.5.2 Personal interviews

According to Silverman (2000), personal interviews are part of qualitative research where the researcher tries to understand from the subject's point of view and uncover the meaning of their experiences. Data is collected using an interview guide containing a list of important questions for investigative enquiry (Sallant and Dillman 1994). Personal interviews allow respondents to convey in their own words. Sallant and Dillman (1994) also give the following advantages and disadvantages of personal interviews.

The advantages are;

- They provide room for probing
- Interviewer can note non-verbal responses
- There are immediate responses

The disadvantages are;

- Interviewer bias
- It is costly to train interviewers
- The cost of travelling may be prohibitive

Basing on the advantages provided above semi structured questionnaires and personal interviews were selected for the research. By carrying out personal interviews and using semi structured questionnaires more data can be gathered as they give room to respondents to further elaborate on their responses.

3.6 DATA ANALYSIS

According to Neuman (2006), there is no standard format for data analysis for qualitative research. Miles and Huberman (1994) are of the view that data should be analysed by going

through all the questions and establishing common themes, patterns and relationships. This study employed data display tables and detailed write-ups as recommended by Miles and Huberman (1994).

3.7 RESEARCH LIMITATIONS

The study is based on the case of one organisation and this poses a challenge that some generalisations may not be applicable to other organisations. The other limitations is that only corporate customers were interviewed and no individual customers were interviewed.

3.8 RESEARCH ETHICS

According to Saunders et al (2011), ethics are the appropriateness of one's behaviour in relation to the rights of those who are subject of one's work or are affected by it. Ethical issues have been observed at all stages of the research.

3.9 CHAPTER SUMMARY

This chapter covered the research methodology implored in carrying out the research. Qualitative research was used in this study, the sampling technique used being judgemental/purposive sampling. Case study strategy was used for this research basing on its strengths such as its ability to deal with a full variety of evidence.

The next chapter, chapter four, the researcher discusses and analyses the findings of the research.

CHAPTER FOUR

RESULTS AND DISCUSSION

4.1. INTRODUCTION

This chapter covers the research findings from the in-depth interviews that were carried out. These findings are presented using content analytical Tables, then followed by a discussion comparing and contrasting the findings. This chapter consists of two sections, the first section covering a summary of the management responses whilst the second one covering a summary of corporate customers responses whilst the second one covering responses from corporate customers.

4.2. KEY RESPONDENTS

Table 4.1. Below shows the key respondents of the in-depth interviews carried out.

Table 4.1: Total Respondents

Respondent	Total interviewed
Managers	5
Customers	6

Four Olivine managers in the sales and marketing department were interviewed since they are the ones who interact with the brands and they know more about the organisation's brand strategy. The managing director of Olivine Industries was also interviewed as part of management because he is the head of the organisation and also in charge of company departments and their strategies. For the customers two branch managers, two head office buyers and two branch buyers were interviewed as these are the people that interface with Olivine's brands on a day to day basis and as well with Olivine's sales and marketing team.

4.3. PART A: MANAGEMENT

Face to face interviews were carried out with Olivine’s management. The management included the Managing Director, Sales and Marketing Director, National Sales Manager, Brand Manager and the Distribution Manager. The researcher used interview guides to get responses from management and they were divided into four sections that are as follows:

Section A: Demographic Information

Section B: Brand Management

Section C: Brand Management Process

Section D: Inhibitors to Brand Management

4.3.1. Section A: Demographic Information

Table 4.2, given below shows a summary of the respondent’s demographic information

Table 4.2: Respondents’ demographic information

Respondent	Age of respondent (years)	Professional/ Academic background	Number of years employed by Olivine	Number of years in current position
Managing Director	46-55	Engineering	14	6
Sales & Marketing Director	36-45	Marketing	19	6
Brand Manager	25-35	Marketing	4 months	4 months
National Sales Manager	36-45	Marketing	20	2
Distribution Manager	25-35	Marketing	4	4

Three of the respondents who are also in senior management are above 36 years which shows high levels of maturity. As well these three respondents have been employed by Olivine for more than ten years which shows high levels of knowledge of the organisation’s operations,

the Brand Manager has only been employed for four months and this links to the problem that led to this study. Having two directors as part of the respondents gives insight into the level of decision making at board level in the organisation.

4.3.2 Section B: Brand Management

Question 1a: Please describe the level of awareness you believe customers have of your brands

Table 4.3: Level of Awareness

Respondent	Response
Managing Director	Brand awareness is good although we are not doing anything. Skyline a laundry soap has low awareness.
Sales & Marketing Director	High awareness on Buttercup, Olivine cooking oil and Jade as they are over 40 years old.
Brand Manager	They have very high levels of awareness in the 40 years and above age group. Laundry soaps awareness is low due to prolonged stock outs.
National Sales Manager	Very high awareness though it's generational with older generation being very much aware of our brands and the younger generation not so much.
Distribution Manager	General awareness is high though customers sometimes confuse our brands with competition.

From Table 4.3, all respondents believe that their customers have high levels of awareness of Olivine's brands, though there are some issues they cited. The Managing Director, Sales and Marketing Director and Brand Manager singled out three brands as the ones with high awareness with laundry soap brands being low on awareness. The Sales and Marketing director attributes the high awareness to the age of the brands as they are over 40 years old. However, the Brand Manager and the National Sales Manager view the brands' age as dividing customers on awareness with the older generation being more aware of the brands than the younger generation. Of importance is that though awareness is high the Distribution Manager puts out a problem that customers confuse Olivine's brands with competitors where

they believe that some brands made by Olivine are made by Unilever. This is contrary to literature were Aaker (1991), views brand awareness as the customer’s ability to recognise or recall that a brand is a member of a certain product category. Thus it becomes difficult to view your brand as having high awareness when your customers associate it with a different organisation.

Question 1b: How do your customers see/view your brands, in terms of quality?

Table 4.4: Quality Perception

Respondent	Response
Managing Director	Quality is perceived to be good and on other brands average such as skyline.
Sales & Marketing Director	High quality, as well as the corporate brand is seen as high quality due to its number of years that is 80 years.
Brand Manager	Perceived as high quality and are persistently ranked first in terms of attributes.
National Sales Manager	End customers view our brands as very high quality whereas retailers rate it on a medium basis because of the quality issues we have experienced of late.
Distribution Manager	Most customers perceive our brands as high quality to the extent that they are able to pin point inconsistencies.

In Table 4.4 the Managing Director said quality of the brands is perceived to be good whilst the rest of the respondents said their customers view Olivine’s brands as having high quality. The National Sales Manager brought in a conflicting view that it’s only the end users who view Olivine’s brands as the best but retailers rate them as medium and this could be due to the product recalls and quality inconsistencies that are noticed at retailer level before product gets to consumers. From the conflicting view raised by the National Sales Manager it shows that no research has been done to determine the true customer perceptions since literature says that, perceived quality is the customer’s judgement or subjective evaluation on a product’s overall excellence or superiority (Bradley 1995).

Question 1c: Please explain how Olivine handles their trademarks, in terms of registration, renewals.

Table 4.5: Trademarks Registration and Renewal

Respondent	Response
Managing Director	Done by lawyers yearly but the sales and marketing director is more able to explain better.
Sales & Marketing Director	Work through lawyers. We are only renewing key brands in local and potential export markets. Trademarks last about 10-15 years.
Brand Manager	Handled by lawyers. Recently we have let a lot of trademarks lapse due to discontinuation of products and as well in markets that we have stopped exporting to.
National Sales Manager	Done by lawyers. We only renew those that are considered relevant and the ones that are irrelevant are lapsed.
Distribution Manager	We have been selective in renewing patents and trademarks. Due to non-payment and late payments we have run the risk of some expiring and other manufactures outside Zimbabwe starting to use our brands.

From Table 4.5 above four of the respondents except the Distribution Manager said that the process of registering and renewing trademarks is done by their lawyers. The Managing Director shows little or no interest in trademarks as he does not know much about them, he actually referred to the Sales and Marketing Director. From all respondents except the Managing Director show that Olivine has not been renewing all trademarks they have let some lapse due to discontinuation of products and markets. From the Distribution Manager's response, Olivine gives little priority to trademarks as some lapse due to non-payment of renewal fees. Distribution Manager has shown that some trademarks expired in export markets and manufacturers in those countries have used those brand names to their benefit.

Question 2a: In relation to this (Statement of explanation on interview guide) how do your customers view your brands against competition?

Table 4.6: Brand Positioning

Respondent	Response
Managing Director	Our brands are viewed on position first especially Buttercup and Olivine cooking oil, whilst Skyline is positioned around fourth position
Sales & Marketing Director	This depends on category cooking oil is viewed as a premium brand basing on its price, laundry soaps are at the bottom end. Jade is value for money for mass market.
Brand Manager	There has been a shift on our brands with Olivine now a premium from being mass market. Jade and skyline are mass market though we are working on a research to determine the true positioning of our brands.
National Sales Manager	Corporate is highly regarded, Olivine cooking oil and Buttercup are premium whilst are other brands are value brands
Distribution Manager	Customers view our brands as premium brands in comparison to competition.

From Table 4.6 the Managing Director indicated that their brands are viewed to be on first position, whilst the other four respondents indicated that their customers view their brands as premium brands. This shows that the Managing Director is not fully aware of how customers position products because a product can still be the first on premium or value brands. The National Sales Manager said the corporate brand is highly regarded and he also singled out Olivine cooking oil and Buttercup as premium brands and the rest to be value brands. The brand manager said there has been a shift of positioning from value to premium, if this was through their initiatives to move the brand up, then this is in line with literature where, Kapferer (2008) views brand positioning as the creation of an image in the customer's mind about what that brand signifies. However the Brand Manager said they are working on a research to determine true positioning of their brands which shows that what has been said by the respondents may change with the results of that research.

Question 2b: To what extent do you view your brand as an investment?

Table 4.7: Brand as Investment

Respondent	Response
Managing Director	They are a huge investment and can place a value of about 1.5million dollars on the Olivine brand.
Sales & Marketing Director	Very much so because of the brand equity that was invested into we sell a lot but don't advertise much.
Brand Manager	To a larger extent that we are charging a brand fee on olivine cooking oil toll manufacturing, and we also charge premium prices, though no brand has been evaluated to determine true brand value.
National Sales Manager	Considered as an investment due to valuations done on toll manufacturing.
Distribution Manager	To a large extent Olivine would not have survived all this time if it were not that its brands are assets.

From Table 4.7 above, the National Sales Manager said their brands are considered as investments due to the valuations they did, in line with this, the Managing Director views their brands as an investment and he puts a value of \$1.5 million on the Olivine brand, but however, the Brand Manager said that no brands have been evaluated to determine their true value thus the \$1.5 million could just be a figure that does not determine anything. The Distribution Manager said their survival is based on the brands through the brands' equity. There is a point of disagreement in the Sales and Marketing Director's statement that they do not advertise much, thus if they truly viewed the brand as an investment they would also look after it, and as well there is no evidence of Olivine looking after its brands. Thus they have brand equity but they do not view it as an investment in what they are doing, since literature says that, brand equity is the differential effect of brand knowledge on consumer response to the marketing of the brand (Keller 2008). Thus if a brand is not marketed properly brand equity decreases thus Olivine managers may still view their brand equity as high when it has actually dropped.

Question 3: Please describe the forms of marketing communications used by Olivine

Table 4.8: Forms of Marketing Communications

Respondent	Response
Managing Director	Through trade shows, product demonstrations and minimal advertising.
Sales & Marketing Director	We have used direct and indirect. Currently we are strained in terms of advertising due to cost mainly doing personal selling through our sales reps.
Brand Manager	Mainly personal selling through the branch network and sales reps. We also correspond directly through emails, letters and business reviews. We also participate in trade promotions and exhibitions.
National Sales Manager	Mainly in the form of product demonstrations, tradeshow and exhibitions but not that intensive. Trade promotions are the major.
Distribution Manager	We are very much visible on personal selling and merchandising. We have not done much advertising.

From the responses given in Table 4.8 different forms of marketing communications have been used by Olivine but however, there are other forms that have not been fully utilised. The Sales and Marketing Director said, advertising has been strained and their major focus is on personal selling. The Managing Director also asserts that advertising is minimal and this shows that at the highest level in the organisation advertising is not a priority, to the extent that the Brand Manager did not mention advertising in his response when he is the person who actions all brands plans. Trade promotions have also come out from the National Sales Manager as major because all other forms are not being done intensively.

Question 4: Can you explain the roles of people who manage your brands

Table 4.9: Managerial roles in Branding

Respondent	Response
Managing Director	It's only the Sales and marketing director and the one brand manager who handle the brands.
Sales & Marketing Director	Sales and Marketing director, in charge of the whole marketing function. One brand manager for all brand communications and production planning. Distribution manager makes sure brands get to the customers.
Brand Manager	Managing director guidance on corporate branding issues and handles all public relations issues. Sales and marketing director responsible for directing the brand manager's activities.
National Sales Manager	Brand manager who manages all categories including the corporate brand. Sales and Marketing director provides an interface between customers and the organisation.
Distribution Manager	The main person who is operational is the brand manager, the sales and marketing director pushes the brand agenda from a strategic level.

From Table 4.9 above, there is agreement amongst all respondents that the Brand Manager and the Sales and Marketing Director are the major or key people who manage brands. There is a point of disagreement between the National Sales Manager and Brand Manager where the National Sales Manager says the Brand Manager manages the corporate brand and the Brand Manager says the corporate brand is managed by the Managing Director whilst the Managing Director has distanced himself from brand management. This shows that the corporate brand could be left out from all plans as no one is responsible for it. Also the Sales and Marketing Director says that there is only one Brand Manager for the whole company and this is an area that shows minimal level of importance has been put into brand management for a company that has more than three product categories as referred to section 1.4 in chapter 1.

4.3.3: Section C: Brand Management Process

Question 1: Explain the actions that you have taken to make sure your brands are successful

Table 4.10: Brand Actions

Respondent	Response
Managing Director	We have not done much because products are not readily available.
Sales & Marketing Director	Modernising the brands by changing packaging, changing formulas like perfumes for soap. Convenience moving from wrapped to tub. Cost containment gone to light weight packaging for olivine.
Brand Manager	We look at what each brand in a category requires that is engaging in promotions, lowering cost of production.
National Sales Manager	Distributing product to various regions including the export market so that the brands continue to be seen by customers.
Distribution Manager	Merchandising support, personal selling and also by using our distribution trucks we have maintained quality of finished product

In reference to Table 4.10 each respondent has given different actions that have been done with the exception of the Managing Director who said that they have not done much because of product unavailability and this is a sign that the Managing Director is not involved much in brand management. Sales and Marketing Director has mainly centred on changes done to product only and he did not give any other actions pertaining to the other four Ps of marketing that aid to successful brand management this shows too much concentration on the product than the brand. The National Sales Manager and distribution manager have shown that distribution is an important aspect of branding to ensure success. The Brand Manager said they assess the needs of individual brands before they decide on the actions to apply.

2 a: Please describe the branding strategies that are you use

Table 4.11: Branding Strategies

Respondent	Response
Managing Director	
Sales & Marketing Director	The corporate brand has its own pair of line, for cooking oil being clearly the best. For Jade mainly promoting value for money.
Brand Manager	Shifting towards having a corporate brand and individual brands being supported by the corporate brand.
National Sales Manager	We have a mixed approach to branding strategies
Distribution Manager	Multi approach we have corporate brand, individual brands like skyline and family brands like Buttercup,

From the responses given in Table 4.11 above, Olivine uses a multi branding approach where it has the corporate brand, individual brands and family brands. Though the Brand Manager showed a future intention to shift towards using only the corporate brand supporting the individual brands of interest. Of concern is that the Managing Director did not give a response pertaining to branding strategies which shows that he does not have knowledge of branding strategies. Olivine by having different categories of brands it is line with literature. Where according to Laforet and Saunders (1999), branding strategy is the manner in which companies mix and match their corporate, house, family and individual brand types for their products.

Question 2b: Can you explain the ways in which you implement your brand strategy?

Table 4.12: Brand Strategy Implementation

Respondent	Response
Managing Director	Mainly the brand manager handles the implementation part.
Sales & Marketing Director	Brand manager draws up a plan for each brand that includes packaging changes, promotional activities and advertising plans.

Brand Manager	We are working at having staff members having high brand awareness so that they can be brand ambassadors. We do promotional activities like demos, cookouts and as well use of road shows.
National Sales Manager	We use below the line promotions and that includes instore promotions and product demonstrations
Distribution Manager	For corporate brand the MD acts as the public relations person for Olivine. For the product brands we have worked hand in hand with the advertising agency.

From Table 4.12 above, the respondents have different views on how the brand strategy is implemented. The only areas of agreement are that there are promotional activities that are carried out that include advertising, product demonstrations and road shows though advertising has been mentioned once by the Sales and Marketing Director. This however shows that advertising is not seen as an important element of brand strategy implementation which is contrary to literature with reference to figure 2.3 which shows that advertising is one of the passive engagement touch points. Olivine is making minimal use of both the active and passive touch points in brand implementation. The Managing Director has distanced himself from knowing how brand strategy implementation is done by referring to the Brand Manager and this raises a point conflict where the distribution manager said the Managing Director is in charge of the corporate brand and the Managing Director does not show knowledge of branding.

Question 3: What changes have you done to your brands and how significant where they?

Table 4.13: Changes to Brands

Respondent	Response
Managing Director	Changes were done on Jade and Buttercup and they were quite significant as they appealed to other markets we were not covering.
Sales & Marketing Director	Changes created better convenience for margarine users with the tub. For cooking oil we are moving to light weight packaging for

	cost containment. And soaps we have refreshed perfumes.
Brand Manager	Changing bottle and label of cooking oil to include nutritional information to cater for the health conscious. For margarines the Buttercup line has been extended into spreads and tubs.
National Sales Manager	We have changed cooking oil packaging to give a modern appeal, Buttercup we have put tub for convenience, changed perfumes in Jade variants to appeal to younger generation.
Distribution Manager	We refreshed Jade perfumes, changed pricing to fight competition on baked beans and as packaging on other lines.

From Table 4.13 the Managing Director said that the changes done to the brands were significant as they have managed to get Olivine to tap into other markets they were not serving. The National Sales Manager and the Sales and Marketing Director both said the changes were significant as they brought out new attributes such as convenience, modern appeal and refreshing. The Distribution Manager also added that lowering prices enabled the organisation to fight competition on the baked beans brands. The Brand manager also said that the changes enabled them to cater for the health conscious customers by adding nutritional information on the labels.

Question 4: Can you explain how often and why you introduce new brands?

Table 4.14: Introduction of New Brands

Respondent	Response
Managing Director	Our goal has been semi-annual but funding constraints have affected us.
Sales & Marketing Director	There is no formula on it, but due to funding constraints we have reintroduced old brands bit by bit.
Brand Manager	We are supposed to introduce two new brands per year but due to inconsistent supplies and financial constraints it's now difficult to introduce new brands. Bringing back old brands that had been discontinued.

National Sales Manager	It should be semi-annually but now maybe on an annual basis.
Distribution Manager	Company policy has been 2 new products per year to enable to cater for changing customer needs.

In reference to table 4.14 above, the Sales and Marketing director said that there is no formula or way they use in introducing new products and this is contrary to what all the other respondents said. The other four respondents are in agreement that as company policy they should introduce new brands twice a year. This shows that the Sales and Marketing Director is not aware of the policy and as the person in charge of brand strategy it also reflects to why Olivine has not been following its policy. The Brand Manager said they should introduce two new brands per year but however, no new brands have been introduced due to funding constraints, and thus they have resorted to bringing back old brands. The Distribution Manager gives the reason why they were supposed to bring new brands semi-annually to cater for changing customer needs. Now if Olivine is bringing back old brands it makes it difficult to determine if the changing customer needs are being taken into account.

4.3.4 Section D: Inhibitors to Brand Management

Question 1: Describe the challenges you face, if there are any in managing your brands?

Table 4.15: Challenges in managing brands

Respondent	Response
Managing Director	Simple biggest is funding
Sales & Marketing Director	Funding and it has affected marketing communications and brands consistent availability. The other challenge is getting the right media especially for TV were some channels are not watched.
Brand Manager	Our challenges emanate from lack of appreciation of the marketing function which is viewed as an expense rather than an investment.
National Sales Manager	Dynamism of the Zimbabwean consumer market in terms of

	pricing and competition. Low consumer buying due to instability of the economy.
Distribution Manager	Limited staff to perform marketing functions. Funding, low budget allocation.

From Table 4.15 above, all respondents except the Brand Manager and National Sales Manager are in agreement that funding is their biggest challenge as it affects most of the marketing communications and the Distribution Manager said it leads to a low budget allocation. The Brand Manager said their challenges emanate from a lack of appreciation of the marketing function in the company. This now shows why in Table 4.5 there was talk of late payments of trademarks and as well this shows lack of organisational support. The National Sales Manager also put out a challenge of dynamism of the Zimbabwean consumer market and this challenge poses a threat that if Olivine fails to adapt it risks losing the market and their brands may die a natural death. Limited staff to perform marketing functions is a challenge posed by the Distribution Manager, and this challenge is in line with Table 4.9 where the Sales and Marketing Director said they have only one Brand Manager, when in actual sense they should have more Brand Managers that is one for each category they have.

Question 2: Please explain the extent to which you have enough resources to manage your brands?

Table 4.16: Resources for managing brands

Respondent	Response
Managing Director	Inadequate resources.
Sales & Marketing Director	We haven't have enough, we have struggled in terms of funding as well as manpower we didn't have a brand manager its only recently we have had one.
Brand Manager	Our budget is very low so to a large extent we have had working capital constraints.
National Sales Manager	We do not have enough funding - very limited resources.
Distribution Manager	To a lesser extent – very limited resources.

From Table 4.16 above, all respondents said resources are inadequate. The Sales and Marketing Director and the National Sales Manager said these resources include funding which has been discussed in section D question 1. Sales and Marketing Director also said they have manpower shortages for instance they didn't have a Brand Manager until recently and this is also shown in Table 4.2, where it shows that the Brand Manager has only been employed by Olivine for four months and before that there was no one for two years.

Question 3: What challenges do you face when interacting with advertising agencies and research agencies?[Only appropriate to marketing personnel]

Table 4.17: Challenges with Advertising Agencies and Research Agencies

Respondent	Response
Sales & Marketing Director	They are now few and as well lack of creativity and media options are limited.
Brand Manager	Due to low budget we tend to be given low priority as compared to customers who spend more.

This question with the responses in table 4.17 was only posed to marketing personnel where the Sales and Marketing Director said that the options on finding other agencies are few and there is lack of creativity as well as media options being limited. This however is contrary to literature where according to De Chernatony (1998) the use of agencies is done to add expertise, experience and knowledge in various areas of the branding process. Brand Manager said they are given low priority by their agencies due to a low budget thus agencies give priority to customers who spend more.

Question 4: How have you been affected by product quality in trying to maintain your brand's equity? [Only appropriate to marketing personnel]

Table 4.18: Effects of product quality on Brand Equity

Respondent	Response
Sales & Marketing Director	Not too much as we are ISO certified and a quality system is followed.

Brand Manager	Consistent quality has made it easier but where there has been challenges in quality consistency like skyline it has affected shelf offtake in outlets.
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This question with the responses in table 4.18 was only appropriate to marketing personnel. The Brand Manager and Sales and Marketing Director both said product quality has not been an issue. Though the Brand Manager singled out Skyline as having quality inconsistencies and this is contrary to the Sales and Marketing Director’s view that a quality system is followed when Skyline’s quality issues are persistent.

4.4 PART B: CORPORATE CUSTOMERS

4.4.1 Section A: Demographic Information

Table 4.19: Respondents Demographic Information

Respondent	Age of respondent (years)	Professional/ Academic background	Number of years employed by organisation	Number of years in current position
Branch Manager 1	46-55	Business studies	28	9
Branch Manager 2	36-45	Marketing	5	2
Head Office Buyer 1	25-35	Business studies	10	2
Head Office Buyer 2	25-35	Business studies	8	2
Branch Buyer 1	25-35	Marketing	2	3 months
Branch Buyer 2	36-45	Business studies	3	15

All the respondents except Branch Buyer (1) have more than a year’s working experience in their current positions, this aides to better informed responses on Olivine’s brands. Branch Buyer (2) has been employed by his company for three years whilst he has been a buyer for fifteen years working in different organisations. The respondents cover the buyers and managers to be able to get a holistic view of how Olivine manages its brands. All the

respondents have a business professional background that will aid to better analysis by the respondents.

4.4.2: Section B: Brand Management

Question 1: Please explain the form of marketing communication Olivine uses to communicate with your company

Table 4.20: Olivine’s Communication

Respondent	Response
Branch Manager 1	They mainly send e-mails and letters to Head Office and also sales reps visits.
Branch Manager 2	Through emails, letters, meetings and personal selling
Head Office Buyer 1	Personal selling, business reviews, sales promotions
Head Office Buyer 2	Mainly personal selling through their sales reps
Branch Buyer 1	Through personal selling
Branch Buyer 2	Via email and sales reps

From Table 4.20 above, Head Office Buyer (2) said personal selling is the major form of marketing communication used by Olivine Industries to communicate with their customers and as well all respondents noted personal selling as one of the communications used by Olivine. Also emails have been stated by Branch Manager(1), Branch Manager (2), and Branch Buyer (2) as a form of communication, used by Olivine which for corporate customers. Emails are ideal for corporate customers and as well, the business reviews which have been noted by Head Office Buyer (1) are quite efficient when dealing with corporate customers.

Question 2: How often does Olivine communicate with you?

Table 4.21: Communication Frequency

Respondent	Response
Branch Manager 1	Personally have informal chats with the sales reps weekly or fortnightly
Branch Manager 2	Weekly with Sales Reps
Head Office Buyer 1	Weekly
Head Office Buyer 2	At most once a week
Branch Buyer 1	Often via Sales reps weekly
Branch Buyer 2	Quite often with sales people

From Table 4.21 above, all the respondents except Branch Buyer (2) said Olivine communicates weekly with its corporate customers. This is line with findings recorded in Table 4.20 that Olivine mainly uses personal selling thus Sales Reps when they do weekly sales calls they communicate with the customers. This finding contradicts literature which clearly states that brand management requires integrated marketing communications. According to Ries and Ries (2003) in branding there are laws of publicity and advertising, yet Olivine confines its communication with customers to only one element of the integrated marketing communications

Question 3: How do you view Olivine communications against their competitors?

Table 4.22: Communication comparison with competitors

Respondent	Response
Branch Manager 1	I know most their competitor's brand managers while for Olivine I only interact with the Sales reps.
Branch Manager 2	It falls in the top five though it needs improvement
Head Office Buyer 1	Olivine trail behind brand leaders and are not aggressive in promotions

Head Office Buyer 2	Trailing behind .You have to probe them for information like product updates
Branch Buyer 1	Somehow weak because only personal selling is vibrant. Advertising, internet marketing, promotions and public relations are almost absent
Branch Buyer 2	They need to work on communicating more and the brand managers to visit us more often

From Table 4.22 above, the common view among the respondents is that Olivine’s communications is weak as compared to their competitors. Head Office buyer (1) said Olivine’s brand leaders/managers are not aggressive in promotions and this is supported by Branch manager (1) who said Olivine’s Brand Managers are not known in the market thus their communications are trailing behind. Branch Buyer (1) said that only personal selling is vibrant from Olivine and they are weak in other areas of communication. This is not in line with literature, since literature says that for successful marketing communications they have to rely on the options of the promotional mix (Fill 1997). A promotional mix is a combination of options that include direct marketing, personal selling, sales promotion, public relations and advertising. Thus for Olivine they are mainly using one option which is personal selling.

Question 4: Explain actions Olivine has been doing to influence customer perceptions towards their brands?

Table 4.23: Influence on Customer Perceptions

Respondent	Response
Branch Manager 1	Not that I can recall any recently except price reductions
Branch Manager 2	The brand is trusted so customers are loyal otherwise Olivine is not active
Head Office Buyer 1	They have no advertising though they are carrying out sales promotions
Head Office Buyer 2	Nothing much except minor sales promotions
Branch Buyer 1	Mostly personal selling done by sales reps but I believe

	advertising, internet marketing and promotions should be primary.
Branch Buyer 2	Consistent product quality

Table 4.23 shows that, little or nothing has been done by Olivine to influence customer perceptions towards their brands. Branch Manager (2) said Olivine is not active but the trust customers have of their brand has kept them going. Head Office Buyer (1) has said that Olivine does not advertise except for the few sales promotions. Thus shelf offtake is due to brand loyalty as there are no meaningful marketing actions being carried out. Branch Manager (1) said he does not recall any except price reductions, where this is quite risky as price reductions may affect the brand's position in the eyes of the consumer. Head Office Buyer (1) and Head Office Buyer (2) both said Olivine also uses sales promotions to influence customer perceptions. The use of sales promotions in influencing customer perceptions is in line with literature since according to Fill (1997), sales promotions can be viewed as direct inducements that accelerate product movement from producer to consumer by offering incentives to purchase. Sales promotions can be set to target the consumer or the trade.

Question 5: How far have these actions assisted in moving Olivine brands off the shelf?

Table 4.24: Brands shelf offtake

Respondent	Response
Branch Manager 1	To some extent
Branch Manager 2	Shelf off take is very good because customers have faith in the brands
Head Office Buyer 1	Promotions have been effective especially if they have significant price reductions
Head Office Buyer 2	I do not think they have helped. Instead we have added more brands from competition
Branch Buyer 1	Olivine brands move off the shelf only because of customer loyalty. However due to more vibrant advertising by competition Olivine brands are now slumping on shelf off take.
Branch Buyer 2	Customers are now loyal to the brands so nothing much has

	changed on shelf offtake, because brand loyalty pushing shelf off.
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From Table 4.24 the respondents have shown that Olivine’s actions to influence customer perceptions have not assisted much on moving the brands off the shelves making brand loyalty the major push on shelf offtake. Head Office Buyer (2) said only price reductions have been effective. This is line with table 4.23 were Branch Buyer (1) said he can only recall price reductions as actions being done by Olivine. Thus lack of actions to influence consumers to buy have actually caused Olivine’s brands to be overtaken by other brands on shelf offtake as what Branch Buyer (1) has said.

Question 6: How would you rate Olivine’s brands against competition?

Table 4.25: Rating against Competition

Respondent	Response
Branch Manager 1	They are number one though priced too high for low income earners
Branch Manager 2	They follow second after Unilever brands
Head Office Buyer 1	They are second cousins
Head Office Buyer 2	Their cooking oil and margarines are number one but they are lagging on their laundry soaps
Branch Buyer 1	Olivine brands are very competitive, customers are highly loyal but their products priced highly compared to competition
Branch Buyer 2	Good products but need to revisit pricing levels in line with other brands

There is no agreement on Olivine’s brands position from the respondents though their sentiments show that it is either first or second. As shown in Table 4.25, two respondents Branch Manager (1) and Head Office Buyer (2) rate Olivine’s brands at number one though they both have issues which are high pricing and lagging behind on laundry soaps, however, this is in line with the findings in 4.6 where Managing Director also said their customers rate it at fourth position. Branch Manager (2) said Olivine’s brands are second to their

competitors which is Unilever, the Head Office Buyer (1) in agreement also said Olivine are second cousins meaning they are rated behind their competition.

Question 7: What new brands has Olivine introduced in the past two years?

Table 4.26: New Brands

Respondent	Response
Branch Manager 1	None except reintroducing Skyline
Branch Manager 2	I have not seen any new brands in the last two years
Head Office Buyer 1	None
Head Office Buyer 2	I have not seen anything except recycling like Harvest Spread. There is need a facelift on the whole range
Branch Buyer 1	None but they reintroduced Skyline laundry soap and Harvest spread
Branch Buyer 2	Not sure if they have but I can't remember any.

From the above Table 4.26 all respondents said Olivine has not introduced any new brands. Branch Buyer (1), Head Office Buyer (2) and Branch Manager (1) said Olivine has not introduced any new brands, but has only reintroduced old brands like Skyline and Harvest. This finding is in line with findings in Table 4.14 where all the respondents from Olivine's management said they have not introduced any new brands.

Question 8: Can you explain if Olivine has ever introduced new brands basing on your recommendations as a customer

Table 4.27: New brands on customer recommendation

Respondent	Response
Branch Manager 1	Not at all
Branch Manager 2	They have resuscitated old brands like Skyline laundry bar
Head Office Buyer 1	None

Head Office Buyer 2	No
Branch Buyer 1	None
Branch Buyer 2	None

From table 4.27 above, all respondents said Olivine has never introduced new brands basing on their recommendations. The only exception was from Branch Manager (2) where he said Olivine has only brought back old brands they would have asked for.

Question 9: Is there anything else you want to say about Olivine brands and their marketing communications? Please explain.

Table 4.28 Respondents comments

Respondent	Response
Branch Manager 1	The brands are the best but need to do more on marketing
Branch Manager 2	They should be active in marketing like road shows and demos
Head Office Buyer 1	Olivine has strong brands that have capacity to outcompete all others in the market but product availability is still an issue
Head Office Buyer 2	They should interact more with customers, offer customers exciting promotions. High time for them to rebrand, re-launch and reconscientise customers.
Branch Buyer 1	Personal selling is done ok but they need to consider more other techniques such as advertising, promotions and internet marketing. Otherwise the brands are ok
Branch Buyer 2	They should participate more on our promotion draws Good brands, weak marketers. Not pro active

Table 4.28 shows that, all respondents had issues to do with Olivine’s marketing and brand management where they feel Olivine is not doing enough. Branch Buyer (2) said Olivine’s marketing team is weak and it needs to be pro-active. Olivine’s brands are the best according to the respondents though head office buyer (2) said it’s now time for Olivine to rebrand, re-launch and reconscientise their customers on their brands. Head office buyer (1) feels Olivine

has strong brands which are affected by product availability though there is room for Olivine to out compete other suppliers in the market.

4.5 SUMMARY OF FINDINGS

4.5.1 Management of brands at Olivine

The most significant finding in this area was that Olivine was using personal selling as the major form of marketing communication at the expense of other forms such as advertising, public relations and promotions. In relation to underutilisation of marketing communications, Olivine's customers view its marketing as weak since they do not see any marketing activities happening and as well Olivine's brands have been viewed as investments even though Olivine is doing nothing to nurture that investment. It was also found that Olivine's management believe that their customers have high awareness of their brands even though there are issues concerning the awareness being divided between the old and young generation because of the brands' age and also their customers failing to associate Olivine's brands with Olivine as a company. It was also found out that management think customers perceive their brands to be high quality even though retailers perceive the quality of Olivine's brands to be not that high but no research has been carried out to ascertain this. Olivine positioned its brands as premium brands in the minds of the consumers and this assertion will be validated by a research that is due to be carried out by Olivine.

It was also found that Olivine is failing to renew all trademarks as some are left to lapse giving an opportunity to other companies to utilise their brands in other countries. Lastly in this area it was found that the key people who manage Olivine's brands are the brand manager and the Sales and Marketing Director and that Olivine has one brand manager managing the brands of more than three product categories.

4.5.2 Brand Management Processes at Olivine

The most significant finding in this area was that Olivine has failed to bring in new brands against their policy of two new brands per year which has led their customers to feel that they are only bringing back old discontinued brands on the market instead of being innovative. It was also found that Olivine has made minimal use of the active and passive touch points in

brand implementation, where the role of advertising has been underestimated in brand implementation since there is no evidence of its use. It was also found that, a number of changes that have been done to brands were significant as they enabled Olivine to enter into new markets or segments they were not serving before even though Olivine's customers feel that Olivine is not doing enough to support them move Olivine's brands off the shelves. Lastly in this area it was found that Olivine's Managing Director has to a large extent shown lack of knowledge of the branding processes.

4.5.3 Inhibitors to Effective Brand Management Strategy

The most significant finding in this area was that funding is Olivine's biggest challenge where it has affected marketing communications and consistent availability of the brands. It was also found that, Olivine has had inadequate resources in managing their brands which include shortage of manpower and a low budgetary allocation. It was also found that, other challenges emanate from a lack of appreciation of the marketing department by the organisation and as well dynamism of the Zimbabwean consumer market. Lastly in this area it was found that lack of creativity amongst the advertising agencies has affected Olivine negatively and as there are very few research and advertising agencies to choose from in Zimbabwe.

4.6 CONCLUSION

In this chapter the reporting of research findings and their discussion were covered. The next chapter will cover the conclusions of the research, the recommendations, and the areas for further research.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 INTRODUCTION

This is the fifth and final chapter of the study. The focus of this chapter is on providing the conclusions and recommendations of the study. Conclusions are based on the research findings discussed in chapter four. Recommendations are made based on the conclusions given. Research limitations and areas of further study are also given in this chapter.

5.2 CONCLUSIONS

The conclusions to the objectives of the research study basing on study findings are given below:

5.2.1 Marketing Communications

The low levels of marketing communications have shown that Olivine does not value its brands as investments that require nurturing.

5.2.2 Brand Awareness

Olivine's management have kept the belief that their brand awareness is high which is a dangerous complacency that emanates from the historical high brand awareness of the brands there are signs of its erosion shown by the customers' failure to associate the brands with Olivine.

5.2.3 Quality Perception

Management are misreading the quality perception as their responses conflict with the retailers who in are in daily contact with the final consumer. Management's perception is based on history but as far as the customer is concerned this perceived quality is declining, more so in the cut-throat competition with foreign brands.

5.2.4 Trademarks

Olivine has lost interest in trademarks renewal mainly in export markets were they run the risk of losing their brand ownership to competitors.

5.2.5 Brand Management

Minimal importance is being put in the management of brands by having one person managing the brands of more than three product categories.

5.2.6 New products

Management has failed to realise the changing customer needs by continuing to resuscitate old brands when their customers are looking for high-equity brands that cater for their changing needs.

5.2.7 Funding

Low effectiveness of Olivine's brand management strategies has been due to lack of funding that has affected marketing communications and availability of resources.

5.2.8 Organisational Support

General lack of appreciation of the marketing function is linked to the Managing Director's lack of knowledge of the branding processes.

5.3 RESEARCH PROPOSITION

The research proposition is restated as follows:

Olivine's brand management strategies have limited success because of low levels of marketing communications, non-renewal of trademarks and lack of marketing innovativeness.

To a large extent the study confirms the proposition in that Olivine's marketing communications have been at very low levels, not all trademarks were being renewed and as well management showed minimal marketing innovativeness.

5.4 RECOMMENDATIONS

Basing on the research findings the study makes the following recommendations:

5.4.1 Integrated Marketing Communications

This investigation recommends that Olivine takes up the use of integrated marketing communications where one message is conveyed through different forms of communications that are linked together. By so doing customers are conveyed to through all the various stages of the buying process as different forms of communications are appropriate for different stages of the buying process.

5.4.2 Brand Activations

Olivine is recommended to carry out brand activations to maintain its brand equity. In line with this Olivine has to rebrand so that also the young generation can be able to identify with its brands. Olivine also has to work on educating their customers on the brands they produce so that the confusion on who produces their brands is removed.

5.4.3 Marketing Research

The study recommends that Olivine carries out a marketing research to determine the true customer perceptions on its brands as well as their positioning in the customer's mind.

5.4.4 Trademarks Renewal

The recommendation here is that Olivine renews all its trademarks and patents to avoid losing the protection its brands have at the moment. Trademarks registered in all export markets have to be renewed so that when the economy gets better Olivine will still be able to service those markets using its original brands and as well to avoid dilution of the brands.

5.4.5 Marketing Personnel

Olivine should increase its marketing personnel for it to be able to carry out proper brand management duties. An increase in the brand managers would enable each to properly focus on their categories and needs of their brands.

5.4.6 Innovativeness

Olivine needs to be innovative and come up with new products that cater for the changing needs of their consumers. They should also be innovative in their marketing communications and also take up social networks to reach their customers.

5.4.7 Investors

Olivine is further recommended to look for an investor to invest in the company so that the company's operations are not hampered by lack of funding and resources.

5.4.8 Organisational Support

Olivine is recommended to take up internal marketing of the brands in order to get organisational support. The marketing department should also start involving their Managing Director in their departmental functions so that he gets an appreciation of what they do.

5.5 STUDY LIMITATIONS AND AREAS OF FURTHER RESEARCH

The major limitation is that the study is based on the case of one organisation and this poses a challenge that some generalisations may not be applicable to other organisations. The other limitation is that it was case study and not a survey that would have covered consumers at national level

Future studies can be based on multiple case studies, to ensure replication logic. Alternatively, a survey covering both organisational and consumer customers at can be conducted at national level

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APPENDIX ONE

INTERVIEW GUIDE FOR MANAGERS

SECTION A: BACKGROUND OF RESPONDENT

1. What is your position in the organization?
2. Please state your age
 25-35years 36-45years 46-55 above 56
3. Please state your professional/academic background.
4. How many years have you been employed by the organization?
5. How long have you been in your current position?

SECTION B: BRAND MANAGEMENT

1. Brand management is measured by brand equity assets such as brand loyalty, brand awareness, perceived quality and trademarks. In view of this:
 - a) Please describe the level of awareness you believe your customers have of your brands
 - b) How do your customers see/view your brands, in terms of quality?
 - c) Please explain how Olivine handles their trademarks, in terms of registration and renewals. (probe further on renewal)
2. Brand positioning explains how customers view **abrand** as being different from its competitors and where, or how, it sits in a particular market. Brands can be positioned at the top end [premium brand], middle and bottom end of the market.
 - a) In relation to this how do your customers view your brands against competition?

- b) To what extent do you view your brand as an investment? (probe further to understand more on brand value)
3. Marketing communication involves advertising, public relations, sales promotions, personal selling, publicity, merchandising and direct marketing.
 - Please describe the forms of marketing communications used by Olivine
 4. Can you explain the roles of people who manage your brands?

SECTION C: BRAND MANAGEMENT PROCESS

1. Explain the actions that you have taken to make sure your brands are successful?
2. Branding strategy is the manner in which a company presents brands to target markets [in terms of packaging, advertising, publicity, PR, etc] in order to give them a competitive edge.
 - a) Please describe the branding strategies that you use
 - b) Can you explain the ways in which you implement your brand strategy? (*Probe further looking at the active and passive touch points if not discussed in the response given*)
3. What changes have you done to your brands and how significant where they? (Probe further in relation to the four P's)
4. Can you explain how often why you introduce new brands?

SECTION D: INHIBITORS TO BRAND MANAGEMENT

1. Describe the challenges you face, if there are any, in managing your brands?
2. Please explain the extent to which you have enough resources to manage your brands
3. What challenges do you face when interacting with advertising agencies and research agencies?
4. How have you been affected by product quality in trying to maintain your brand's equity? [only appropriate to marketing personnel]

(Probe on issues that could have rose during interview as challenges)

End of Questionnaire

Thank You for Your Valuable Time and Support

APPENDIX TWO

INTERVIEW GUIDE FOR CORPORATE CUSTOMERS

SECTION A: BACKGROUND OF RESPONDENT

6. What is your position in the organization?
7. Please state your age
 25-35years 36-45years 46-55 above 56
8. Please state your professional/academic background.
9. How many years have you been employed by the organization?
10. How long have you been in your current position?

SECTION B: BRANDING

5. Please explain the form of marketing communication Olivine uses to communicate with your company
6. How often does Olivine communicate with you?
7. How do you view Olivine communications against their competitors?
8. Explain actions Olivine been doing to influence customer perceptions towards their brands
9. How far have these actions assisted in moving Olivine brands off the shelf?
10. How would you rate Olivine's brands against competition?

11. What new brands has Olivine introduced in the past two years?
12. Can you explain if Olivine has ever introduced new brands basing on your recommendations as a customer
13. Is there anything else you want to say about Olivine brands and their marketing communications? Please explain

End of Questionnaire

Thank You for Your Valuable Time and Support