THE PRODUCT BRANDING ON ORGANIZATION PERFORMANCE IN UGANDA

(CASE STUDY: NTAKE BAKERY)

BY

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A RESEARCH REPORT SUBMITTED TO THE DEPARTMENT OF ECONOMICS AND ENTREPRENUERSHIP IN PARTIAL FULFILMENT OF THE REQUIREMENT FOR THE AWARD OF ABACHELORS DEGREE OF SCIENCE EDUCATION OF BUSITEMA UNIVERSITY.

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DECLARATION

I, **OLEBO JOHN** Reg No: BU/UP/2018/357 hereby declare that this submission is my own work which is in the direction of obtaining a Bachelor of Science Education and hence all sources cited by me, have been shown and recognized by way of complete references. Therefore, to the best of my knowledge, this study contains materials that has not been earlier submitted or published in full or partial fulfillment of the above-mentioned qualification by any person or persons and has also not been accepted by any other educational institution as requirements for this purpose.

05th / FEB / 2024

SIGNATURE DATE

CERTIFICATION

The understanding certifies that he has ready and hereby was recommends for acceptance by Busitema University the dissertation entitled “the product branding on organization performance in Uganda, a case study of Ntake bakery” in partial fulfillment of the requirements for the bachelor of science and education department of business studies. This dissertation by Olebo John has been submitted for examination with our approval as supervisor.

for ……………………………………

Mr. Mugwera Amos

06/02/2024 ……………………………………

Date

DEDICATION

I dedicate this work to My Mother Hellen Amede, My Sister Suzan Ademen and my lovey daughter Joan Amede Olebo without whose love, encouragement, financial and moral support, I would not have been able to complete this work and proudly possess it.

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ABSTRACT

The Bakery industry was one of the sectors of the economy of Uganda that was exploiting the influence of branding to achieve competitive advantage in the marketing of its products. The Bakery industry has seen a steady growth over the years, of which most of the major industry players manufacture their own products and supplement their production with imports from their international partners. This has increased the competition in the industry and in some cases brought about unfair competition due to the influx of fake products like bread in the market.

LIST OF ABBREVIATION

Reg No	Registration number
SPSS	Statistical Package for the Social Science

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CHAPTER ONE

BACKGROUND INFORMATION

1.1 Introduction

This chapter develops the background for establishing the relationship between product branding and organization performance in Uganda. It discusses the background information, problem discussion/definition of the research problem, research questions.

1.1.1 Background information

Brands were central issues in marketing of today. The purpose of marketing was to discommodities the company's offer. If the customer perceives an organization offer to be the same as the competitor's offer, the customer will select the cheapest product, Koporcic, N. 2016, p 16 when the customer perceives the brand as a superior, they will prefer it and even buy more of it. The branding of the products was the way to differentiate products from the competition.

For companies today, one of the most important assets was their brands. The brand was not only what a company sells, but it was also what the company does and what the company was. A strong brand owns the unique position in the mind of the customer that was according to (Jensen, M.C 2018).

A brand can provide many benefits for the customers. According to (Jensen, M.C 2018) was a brand representing a set of promises and implies trust, consistency and a defined set of expectations. The brand also reduces confusion and uncertainty. A good brand creates value for the customer, but can accelerate awareness and acceptance when a new product was introduced.

1.1.2 History of branding

The exact origin of the word brand was diffuse. According to Jensen, M.C (2016), there was a possibility that the word brand derives from the ancient Nordic word “brand” which means making cattle to make it possible to identify their owner. Even if the Vikings invented the word brand was the concept much older. Objects of much older dates were many times marked, with a signature of the craftsman. In order to put an identifier on the objects without damaging it aesthetically, the craftsmen used initials, or a unique symbol (Jensen, M.C 2017). This symbol or signature showed the origin of the base of the brand.

The early form branding has little in common with the modern use of brands. The modern branding was still more than a hundred years old according to Jensen, M.C (2015). Already in 1890s, brands were protected by the trademark acts in most countries, and since then have branding evolved as a major component of marketing strategy.

Brands were today regarded as a key asset in a company, the interest in the value of brands increases significantly since 2017s in the wave of mergers and acquisitions of companies with brands by giants such as nestle, Philip Morris, proctor and Gamble (Murphy, K. R. (2017), p.21). Target companies with well-known brands were highly valued, even if the company has negative cash flow. This separates the value of the brand from the income of the company. An example was Ntake bakery as many times it values the stock market.

The importance of studying and analyzing brand value was increasing. The competitive environment was the main reason for an increasing interest in brand management that was according to Erhard, W., and Jensen, M.C. (2017).

1.3 Research problem

Branding was a very wide area that includes many different strategies. This extensive range of strategies will be narrowed in this study. The focus will be on strategy for development of already existing brands. This means that acquisition of brands will be excluded from the research; purchasing brands were probably not likely methods for smaller firms. The research was focused on existing brands and their development.

This study was primarily concerned with how to attract new customers rather than the issue of retaining the already existing customers.

The research problem was formulated as: "How to develop the brand of a small service company in order to attract the new customers other than retaining already the existing customers"

1.4 The general objective of the study

The general objective of the study was to assess the impact of branding in the performance of an organization.

1.4.1 Specific objectives

In accordance with the research problem that was referred, the following listed objectives were identified to achieve through the research.

i. To identify the impact made by brands on the products made from the companies like Ntake Bakery Company in Uganda.
ii. To assess the importance of performance in an organization for example Ntake Bakery Company in Uganda.
iii. To assess whether the exposure to brand and performance of the products has a positive or negative impact on an organization of Ntake Bakery in Uganda.

1.5 Research questions

In answering the objectives for the study, the following questions were asked:

I. What was the effect of branding on organizational performance of Ntake Bakery in Uganda?

II. What was the influence of branding on customer service of Ntake Bakery?

III. What was the effect of customer service and organizational performance of Ntake Bakery in Uganda?

IV. What impact does branding have on organizational performance with customer service playing a mediating role?

1.6 Scope of the study

This study covers the mediating role customer service plays between branding and organizational performance. It also focuses on corporate branding. The scope of the study covered customers of Ntake Bakery in Uganda.

1.7 Justification of the study

The study will be of importance to academicians as the study will provide a good basis for future research on branding strategies by Bakeries and retailing companies at large. It will also add to the existing body of knowledge in the marketing field. The study will be of importance to companies as it would provide them with information to evaluate whether the branding strategies being adopted has an impact on organizational performance.

This study will determine whether customer service plays a mediating role between branding and organizational performance for the local Bakeries. It will give an idea on improving their customer service strategies in order to improve its organizational goals.

1.8 Brief Overview of Research Methodology

The methodology of this research described the procedures that were followed in collecting data for the research. The survey study research was adopted for this study. The population under the study comprised of customers of Ntake Bakery in Uganda.

They consisted of an estimate of five hundred (500) customers. A sample size of two hundred and fifty (250) customers was drawn from a population of five hundred (500). The customers were selected using random sampling technique. Both primary and secondary data were utilized where the Statistical Package for Social Sciences (SPSS) and STATA were the statistical tools utilized in analyzing the data collected. Pearson correlation was used in analyzing the relationships between the variables whiles multiple linear regression was used in measuring the impact of branding on organizational performance, customer service on organizational performance, customer service and branding and customer service on organizational performance.

1.9 Limitation of the Study.

This study was limited to the customers of Ntake Bakery Ltd., Uganda. It was also limited to the retailing aspect of the firm. Only the customers were used for this study because the research focused only on the view of customers.

1.0 Organization of the Study

The Study was divided into Five Chapters. Chapter One consists of the background of the study, the statement of the problem, the overview of research methodology, objectives and research questions, scope and justification of the study. Chapter Two includes the literature review, Chapter Three explains the methodology used, Chapter Four contains the analysis and discussion of results and Chapter Five consists of the summary of findings, conclusions and recommendations.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter was to provide theories and models that can be used when answering the research questions. Theories that were presented in the same order as the research question in the introduction. The researcher furthers elaborated with the help of decent literature examining. This chapter undertakes the task of analyzing different theories about branding and its organizational effectiveness around the globe and provides a thorough understanding of the dynamics involved in the growth of branding theories in an organization.

2.1.1 Definition of brand

The different definitions of what brand was, were numerous. The differences in definitions were according to Reˇsetar, Z. (2017) a result of different philophies and stakeholder perspective. The brand concept can be defined from the brand owner's perspective or from the customers.

Biro, M.M. (2016) gives a customer-oriented definition, claiming that brand was a guarantee of quality. Murphy, K. R. (2017) was also defining brand as quality assurance or contract, although economic not legal. A wider definition was offered by Reˇsetar, Z. (2017), a brand was an identifiable entity that makes specific promises of values.

The brand equity concept was many times used to describe the relationship between customers and brands. The concept was used both in accounting and marketing, which leads to different meanings of branding equity Murphy, K. R. (2017).

Branding equity has three different meanings according to Murphy, K. R. (2017): Brand value: The total value of a brand seen as a separable asset, when sold or included on a balance sheet, Brand strength: A measure of the strength of the customers' attachment to the brand, synonymous with brand loyalty, Brand description: A description of the association and beliefs the customer has about the brand, similar with brand image.

Reˇsetar, Z. (2017) presents the relationship between the three interpretations of equity as a chain. The chain starts with brand description that was tailored for a specific target market using the marketing mix, product, place, and promotion. The performance on thwas market determines the brand strength, loyalty. The value of a brand was determined by the loyalty since thwas guarantee future cash flow. (Murphy, K. R. 2017)

Murphy, K. R. (2017) defined brand equity as "a set of assets (and liabilities) linked to a brand's name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firms customer". This definition shows that brands can provide both positive and negative effects. Another aspect of Reˇsetar's definition was that, brand equity provides value for both firm and the customer.

2.1.2 Components of branding

Brand identity was a central concept in brand strategy. The identity describes the core values and provides directions, purpose and meaning of the brand Murphy, K. R. (2017). Brand identity was important in communication; it was the common element sending a single message, even if the brand covers a wide variety of products (Murphy, K. R. (2017), p.69). This means that customers still consider the brand as a single brand instead of a several different product brand.

Image was the receiver's perception of the brand. The image was found in the mind of the receiver and therefore beyond control by the sender (Koporcic 2015). The company can control the identity that was sent but not the image. According to Reˇsetar, Z. (2017) this result in confusion in terminology, identity and image was many times used in the same way at corporate level. In short, identify was sent and image was received.

2.1.3 Brand strategy

Companies trying to achieve a strong brand have a wide range of different strategies to choose from depending on the situation. Biro, M.M. (2016) divides branding strategy in two main categories, building or buying. To build and develop a brand was a long-term rout to achieve brand strength with a high level of costs and risks involved. The acquisition rout was faster and relatively less costly than building. Biro, M.M. (2016) points out that although acquisition in the theory was less risky; sometimes it fails to generate the planned long-term values. The primary objectives of Ntake bakery help to influence the decision between building and buying. Companies with primarily financial objectives, such as return on investment, were more oriented towards acquisition. On the other hand, companies with marketing objectives such as market shares, tend to build and develop brands.

Brands have to be built and managed in order to form a great value for the company. Young and Rubicam's, describes the values brand generate with four dimensions; differential, relevance, esteem and knowledge. The Brand Asset Valuator was one of the most ambitious attempts to measure brand equity, covering 450 global and 8000 local brands (Reˇsetar 2017, p. 34). Brands were built sequentially along the four dimensions. A new brand needs to be distinctive in market place, differentiated from the competition. Brands that were fading usually start losing differentiation first. The next step was to make the brand relevant to the customer. Niche brands were usually strong in differentiation and weaker in relevance, but were still brands with highest margin. A reason was that the relevance was low on the overall market, but high in the target segment. The third dimension was esteem, describing to what extent the customers like the brand.

Knowledge was the final element, which means that customers should understand the brand what it stands for. Knowledge cannot be gained by higher spending or investment but it can be achieved over time.

2.1.4 Branding services

The service sector was today dominating the western world. More people earn their living by producing services than manufacturing goods (Goodall, A 2017). Yet there has been relatively little research on the role of branding in service marketing (G.P., and Manroop 2017).

According to (G.P., and Manroop 2017) branding was a practice used in less service marketing than for more tangible products. Branding was linked to the need to build customer loyalty to get a higher stability in sales. Brand loyalty in service marketing has traditionally been seen as less important.

The intangibility of services of services and the difficulties for the customers to distinguish one service from another gives powerful reason to build strong service brands a strong brand helps the customers to identify the organizational offering. The role of branding has gone through changes in many sectors. Ntake bakery was one of the examples; branding was once regarded as insignificant, but now was today highly important with many strong brands like Kaswa baking flour.

The high perceived risk associated with service purchases highlights the importance of branding. High perceived risk-levels because the customers to seek for further information before deciding on purchase. This information usually comes from three sources: internal, external word-of-mouth and external from the selling company. Internal information was the customers' earlier experience of the product. External word of mouth comes from individuals who have experience of particular services. External information from the selling company's effort was usually advertising. G.P., and Maneroo 2017 point out that word-of-mouth was of particular importance for services. Therefore, it was essential for services companies to promote and reinforce their brand in a way that improves the livelihood of a positive word of mouth promotion.

2.1.5 Branding in industrial markets

Branding was usually associated with consumer products; brands on industrial markets were many times neglected. Koporcic (2016, p.15) regards brands as equally important in consumer as well as industrial markets. The reason for the lack of interest for brands in industrial markets was according to Manroop (2017) the common view that businesses use rational decisions-making in buying based on quality, feature/functionality and price. This results too many companies to neglect branding efforts. Furthermore, the area of industrial branding was less developed in marketing than the consumers' counterpart. This was unfortunate since branding was highly important in the industrial market (Manroop 2017).

G.P., and Manroop (2016, p.47) point out a common distinction between consumer and industrial marketing. Consumer marketing aims for the end of the value chain and focus on the consumers who were purchasing the brands to satisfy their personal needs or for their families or friends. Industrial marketing was concerned with providing goods and services for the organizations, which were not the final consumers. Industrial brands were still aimed at people, within an organization, satisfying their needs and the organizations. Emotional factors were still important, even if organizations buying were considered more rational. (G.P., and Manroop 2016, p.47).

According to Manroop (2017) was consumer-branding theory not directly translatable into an industrial context. Industrial brands add value for the customer in more complex way than consumer counterparts. Considerations must be taken to industrial buying, buyer-seller relationship and industrial segmentation.

2.1.6 SME-Branding

Today the role of small companies was increasingly more important. More than half of the employees in the privately owned companies in Uganda work for a company with not more than 100 employees. Further, the percentage of employment within small companies seems to be increasing. Brytting (2016) points out two reasons, which was; increasing number of small companies and rationalizations and down-sizing of large companies.

Small to medium-sized enterprises face a difference marketing situation than large corporations. Gilmore, Carson and Grant (2017) use the limitations for small companies to explain the differences. The limitations were resources for example; (finance, time and marketing knowledge), lack of specialist (owners tend to be generalist more than the specialists) and limited impact on the market places. Convictional marketing theory was not completely applicable on the situations of smaller firms. According to Gilmore el al. (2017) SME were more likely to be haphazard, informal, loose, unstructured, spontaneous, reactive, built upon and conforming to industry norms.

2.2 service brands

The difference between goods and services was usually explained with the five criteria, separating goods and services according to Goodall, a 2017, p.15-20, it includes; Intangibility, services cannot be examined directly before purchase. Inseparability, Production and consumption was simultaneously. Variability, Services were heterogeneous and difficult to standardize. Perishability, Services cannot be stored. Ownership, the service cannot be owned.

These criteria's have been criticized, whether they were applicable for the services or any product, according to Manroop (2017) the major difference was that the customer enters the production earlier. Manufactured goods were usually produced completely before the customer was involved. Services require the customers to participate in the production process already at an early stage.

2.2.1 Categories of service brands

G.P., and Manroop (2017) presents that, service brands differ from the goods brands, but there were also a wide variety of service brands. A number of different ways to categorize service brands and were provided by, customer involvement was a common way of categorizing service brands. In the case of goods brands, it's the value of to a high extent controlled by the manufacturer. For service brands, the value depends on the interaction between the staff and the customer resulting to less easily definable values.

G.P., and Manroop (2017) divides service brands by the possibility to achieve economies of scale through standardization and the degree0f committed relationship. A typical example of highly standardized services with low degree of personalization was airline, which results in little commitment to the relationship. The conclusion from this categorizing was that brands usually emerge in the sector of service where it was possible to achieve economies of scale by standardizing repetitive human tasks. A difference between goods and service brands was the time it takes for customers to form a preference for the brand. Goods brands tend to evoke preference within a relative short time. Service brands on the other hand were assessed over a long period of time.

2.3 Benefits of branding

This section will provide a theoretical framework for the first research question. The possible benefits of branding were presented to give a more systematic view of the wassue.

2.3.1 Values of a successful brand

Brands were not necessarily successful because they were well recognized. According to Biro, M.M. (2016) brands perceive either positive or negative. A brand can be strong and still negative. British Telecom was in the survey rated high in awareness but low in terms of customers' preference.

Biro, M.M. (2016) defines a positive or a successful brand as "a name, symbol, design or some combination which identifies the product of a particular organization as having a sustainable differential advantage."

Differential advantage means that customers have a reason for preferring the brand instead of competitor's brand. Sustainable means that the advantage was not easily copied by competitors. The business creates barriers to entry, for example by developing the outstanding reputation or image for quality, service or reliability. Brands like Kaswa baking flour, AAA drinking water among others were successful because they have this sustainable competitive advantage. According to Biro, M.M. (2016) its successful brands always the brand leaders of their segments

Successful brands were valuable because they can generate a stream of future earnings.

Biro, M.M. (2016) divides the positive effects of successful brands in the following components.

2.3.1.1 Market share and profit

A successful brand was one that customers want to buy and retailers want to stock. This gives the brand a high market share. Brands with high market share were more profitable than brands with less market's shares. Profitability was linked with market share; the leader of the segment was the most profitable one.

2.3.1.2 Brand loyalty

Koporcic, N. define loyalty as the grade of attachment between the customer and the brand. Successful brands generate a higher customer's loyalty. Attracting new customers was always more expensive than to hold existing customers, because of advertising, promotion and selling costs. New brands and unsuccessful brands must attract new customers that lower the net margin. (Koporcic, N. 2017).

To some extent a brand can rely on habit of the customer. Customers keep buying a satisfactory brand. Even if the purchase was non-repetitive and customers have no experience of the brand, he or she has a perception of brands and were many times reluctant to try an unknown brand this was according to Biro, M.M. (2016).

2.3.1.3 Common products, unique brands

Koporcic, N. 2017 also presented that the competition of today can quickly copy advances in product or technology. Competitors can easily copy a bread formula or PC specification but the brand personality of Ntake bakery and Kaswa baking flour cannot be copied. The best strategy for building profitability and growth was to focus on brands differentials rather than cost and prices. The best strategy in theory was both low cost and high differential. In practice it was usually worth to achieve strong differential at the expense of cost.

2.3.1.4 Motivating stakeholders

Companies with strong brands find recruitment easier than another brand. People want to work with companies that exhibit success. Brands also increase awareness and understanding of the companies among the shareowners. Successful brands can help in getting support from local authority and government. (Koporcic, N. 2017).

2.3.2 Leverage of brand profitability

The benefits of brands were not always direct, such as increased sales. Good brands can give positive effects that were more direct. Reˇsetar, Z. (2017) describes how investment in brands create profitability, the resources of the company were invested in productivity, marketing and distribution. Investment in productivity sets the objective quality level and the cost for quality. Investment in communication creates brand awareness. Marketing investment adapts the brand for the market in combination with productivity and distribution efforts. (Murphy, K. R. (2017), p.32-34)

There was an opportunity to extend a strong brand beyond the present market. Both Murphy, K. R. (2017) and Biro, M.M. (2016) value brands in a market share context. Murphy, K. R. (2017) defines a strong brand as providing high perceived value compared with the competition and the cost advantage benefit was from a market leader position. Biro, M.M. (2016) takes the market share issue one step further and claims that a successful brand always was the market leader of its segment.

2.3.3 Building successful brands

Brands were usually not built on advertising. A successful brand was built upon quality, service, innovation and differentiation (Koporcic, N. 2017). These four components of brands development were described by Biro, M.M. (2016) in the following ways, Quality as the most important determinant of brand strength was perceived quality. Brands with a high perceived quality were more profitable than those with low quality brands, Quality generates market shares which results in economies of scale and also creates a differential advantage which permits a higher relative price. Build superior service. Goods were relatively easy copied by competition. Look for differentiation. the main principle when building brands were to invest in market with high differentiation or differentiation can be created.

Brands were not based on advertising, but advertising still has an important role on branding building. Biro, M.M. (2016) identifies two functions of advertising, advertising accelerates the communication process. Advertising speeds up the process of creating awareness and interest. A brand can be built entirely on word-of-mouth, customer’s experience and presence in the market, but the process of building the brand would take time, in most cases too much time. Because of competition, few companies have time to build brands without advertising, advertising positions the brand’s value in the way that it appeals to the targets of the customers and also increases confidence in the choice of process.

2.4 The brand as a symbol

A strong symbol can structure an identity and makes it easier to gain recognition and recall. A symbol can be a key ingredient in the brand development. Anything that represents the brand can be a symbol, a person like the one on Ntake wrapping pills, a design like how the bread was designed.

Symbols that involve visual imagery can be memorable and powerful, like the cakes being made by the company, the AAA drinking water made by the company. Connections between the symbols and the identity have been built up over time and capture much of the brand identity. It takes just a glance at the symbol to be reminded of the brand.

Symbols were more meaningful if they involve a metaphor, with the symbol or its characteristic representing a functional, emotional or self-expensive benefit. A meaning heritage can sometimes represent the value of a brand.

Rnroos (2018) combines Reˇsetar’s four perspectives (figure 2.6) with the 7ps of service marketing. This extended the model provides a service marketing point of view to brand identity. The 7ps of service marketing were the 4ps from traditional marketing (product, price, place and promotion) and three additional Ps that separate service from goods (physical evidence, process and people).

Rnroos (2019) adds an additional brand as process perspective to Reˇsetar’s model as in figure 2.7. Product, price, place, promotion and physical evidence were all placed in the brand as product perspective. Process was placed in the additional brand as process perspective and people were the brand as organization perspective. (Rnroos 2019)

2.4. 1 Brand origin

In Koporcic, N.’s (2017, p, 19) brand identity prism was the country of the origin being included in the culture facets as a source of brand culture. Reˇsetar (2017, p.12) also included country of origin, but as a product related attribute, the country of origin was not necessarily the same as brand origin. Erhard, W., and Jensen, M.C. (2017) provide more complex view on origin cues for brands, a distinction between country of origin and brand origin. Country of origin was on the product level and communicates the location of manufacturing. This was the message provided by the “made in” label. Brand origin on the other hand, refers to the integration of origin cues into the brand image. The difference between the two concepts was obvious when considering customers’ perception. The brand does not change nationality just because the product was manufactured in a new country. An example was that the customers will still consider Ntake bread to be made of Uganda even when the bread was being made from another country. Brand origin was defined by Erhard, W., and Jensen, M.C. (2017) as “the place, region or country to which the brand was perceived to belong by its target customers”.

2.4.2 Strategy use of brand origin

Origin cues can be communicated to customers in many ways. Erhard, W., and Jensen, M.C. (2017) present the following ways to integrate origin cues to the branding image: Symbolic, functional and usage-situation based image. Brands that were based on a symbolic image communicate more abstract concept such as status, luxury and similar. Functional and usage situation-based brands will rely on communication of more specific features and attributes. The usage of origin cues will differ between the two types of appeals. Origin cues will be used implicit if the brand was relying on a symbolic image. Brands with a functional image will have more explicit origin cues. Explicit uses mostly used to give the brand a nationality. This was usually done when the country involved was considered to possess some natural resources or expertise that the brand can benefit from being associated with. This kind of national level cue was heavily emphasized in hard drinks like beers advertising although used in many other products categories. Implicit uses. Origin cues can be used in a more implicit way. There was a range of different methods to communicate origin implicitly. The styling of the product and package can be used to emphasize the origin. Pronunciation of the brand name was many times used by French companies to communicate their origin. The retail outlet can be designed to reinforce origin image. The corporate brand can also provide origin cues. Some companies always rely on corporate brands instead of creating individual brands for each product line. The reason was that many times the corporate brands have a stronger brand origin. The origin of global brands. Brand origin has implication even on brands considered to be global, Coca-Cola can be considered a global brand, but can also be seen as an American brand with an international image. The brand will still have an American core that was important to the image. Erhard, W., and Jensen, M.C. (2017) argue that there might exits a "default "origin for brands, based on where the business first started. Brands like Honda and Toyota were widely regarded as Japanese even when the products were to large extent being produced elsewhere.

Brands can only adopt an origin, but Erhard, W., and Jensen, M.C. (2017) claim this to be a risky action and identify two types of risks. There were legal implications; some geographical areas have legal protection and Brands that seek to associate themselves with favorable countries or regions may be vulnerable to count–attacks if their claims can be shown to be false.

2.4.3 Identity and image description

There were two different points of view when analyzing brands, identity and image. Koporcic, N. (2017, p.94) connects identity and image in a model, which also includes disturbance between sender and receiver, referred to as noise. Identity was on the sender's side. The purpose of identity was to define the brand's meaning, aim and self-image. The identity precedes image in brand management. Before an image can be projected onto the target group, the sender must decide what to send and hoe to send it. Image was the result of decoding message, extracting meaning and interpreting signs. These signs have two possible sources, brand identity and extraneous factors (noise) which speak in the brand's name, but were disconnected from it (Koporcic, N., p.95)

Koporcic, N. (2017, p.25) identifies three communication glitches, mimicry, opportunism and idealism that creates confusion.

Mimicry means that the company was only unaware of their brands identity and chose to mimic the competitors. This means that the company was only imitating the competitors marketing communication.

Opportunism refers to a company, which was only focusing on the image. The brand was popularity-seeking and the company tries to follow trends in order to meet the expectations of the public. The identity was not considered and the brad has no meaningful substance.

Idealism occurs when the brand has a fantasized identity, the brand, as the company would like to see it. The company does not perceive the brand as it was really. There was a risk that communication with the audience creates confusion and rejection.

Koporcic, N. (2017, p.95) concludes that brands over time gain their independence and their own meaning, even if they started as products names. Brands can over define their own werea of competence, potential legitimacy.

2.5 Brands and customer's relationship

A brand can be used to sell anything, because the brand was a strong perceive. Brand compatibility was described by Jensen, M.C(2017) as compatibility between the brand and the goods and services offered by the company. The range of products compatible with the brand can be extended. Incompatibility can occur in two ways that was: New products offered were incompatible with the brand's personality and presents target group, the brand was incompatible with the new target group.

Brand compatibility does not mean that extension to new products and/or target groups was impossible. According to Jensen, M.C (2017) compatibility as perceived by customers can be altered gradually over a considerable time. Another was to introduce a new brand to compete in the new segment. These so-called *fighter brands* were a suitable approach when competing with low-price alternatives. (Koporcic, N. 2016, p.21)

The customer's relationship to the company, with goods and services were many times not personal but a relationship through an image (Erhard, W 2016, p.19). These relations were based on associations to corporate name, logotypes and person connected with the company.

There were risks in trying to build relationship based on visual symbols efforts. Trying to show the market image of the company that was not real, customers may perceive the image as false. However, Erhard, W (2016, p.19) argues that customers sometimes want to believe the image, even if it was not real/ accurate.

2.5. 1 Branding as relationship builders

Biro, M.M. (2016) describes customers unwilling to change brand because of the habit. Erhard, W., and Jensen, M.C. (2016, p.18) identifies a desire for stability among industrial purchasers. The buyers were relocated towards switching to a competitive brand because: They did not want to spend time finding and evaluating alternative brands, they were worried about technical problems in adapting their production processes for a new brand, and they might have had internal protection problems, which could be easier to resolve by involving a loyal supplier.

Many purchasers have a good relationship with the suppliers; therefore, the alternative must be very good in order to give an incentive for the change. Erhard, W., and Jensen, M.C. (2016, p.18) described some building this relationship, that was the interaction process, organizations involved, atmosphere affecting interaction and environment of interaction.

2.6 Performance.

According to Heffernan and Flood (2018), the term organizational performance, as a concept in modern management has suffered from problems associated with clarifying its concepts in a number of areas. One was with the issue of its definition whiles the others was the issue of its measurement. Performance was sometimes substituted for productivity. However, Koporcic, N. (2017) mentioned that there was a variation between productivity and performance. He said that productivity was a ratio representing the amount of work done in a given time frame. Performance was a broader indicator which includes productivity and quality, consistency and other factors. In oriented evaluation results, productivity procedures were generally considered. Koporcic, N. (2017) said that the results- oriented behavior (based on criteria) and relative (normative) measures, concepts and instruments, education and training, management development and leadership training were needed skills and attitudes for building performance management. Therefore, from the above, performance must be defined in a broader view to include economy, effectiveness, quality, efficiency, consistency behavior and normative measures (Koporcic, N. 2017).

2.6.1 Measuring Organizational Performance

Organizational performance has been widely acknowledged as very important and there have been quite a number of debates concerning both the issue of terminology and the conceptual bases for measuring performance. The term performance may not be fully explained by a single measure. There have also been inconsistencies in the measuring organizational performance even though several researchers (Peter & Crawford, 2014, Lee, 2015) used quantitative data in measuring organizational performance. Examples include, return on sales, return on investments etc. In defining performance, efficiency related actions which were related to the input/output relationship and effectiveness related actions, which involves issues like employee satisfaction and business growth must be included. The industrious drive for measurement in the thought of authoritative execution was scrutinized by Koporcic, N. (2018) amongst others (Koporcic, N., 2017; Erhard, W, 2018), who investigates the invalid possibility of measuring much, if not most, of the parts of life and associations that were essential. Many researchers have used several variables in the measurement of organizational performance. They include financial measures such as profitability, gross profit, return on investment (ROI), return on equity (ROI), return on asset (ROA), return on sale (ROS), stock price, liquidity and operational efficiency, revenue growth, sales growth, export growth, market share (Jensen, M.C, 2018). This study would focus on the financial measures of performance.

2.6.1 Financial Measures of Organizational Performance

Performance has been theorized using non-financial and financial measures from both perceptual and objective sources. Objectives measures included were secondary source financial measures such as profit growth, return on investment, return on assets. They were not biased and were useful when conducting single-industry studies because they were uniformed in measurement across all organizations.

According to Drew (2015), financial measures assist researchers in constructing benchmarking analysis and trend analysis. Included among the perceptual sources were employee evaluation of the effectiveness of the organization or financial health and their total level of satisfaction. Most organizations use the term performance in describing a range of measurements which include output efficiency, input efficiency and also transactional efficiency.

Every organization has its own objectives and ways for measuring organizational performance. However, Koporcic, N. (2019) mentioned that the most commonly used tool in measuring organizational performance was its profitability. This position was also supported by Jensen, M.C. (2017) who said that the best indicator to check whether an organization has met its goals or not was profitability. Other researchers also supported the use of ROE, ROA and profit margin as the common measure of performance (Koporcic, N. 2017). According to Koporcic, N., (2017), companies who were successful were those with higher return on equity and those who have made performance management system support every facet of the organization from the top-level management to the lower-level workers.

However, according to Nicholas (2016), organizations were not giving a balanced idea of their performance. They overemphasized the financial criteria preoccupation with previous performance. General measurement of performance was not related to the objectives and strategies of the organization but were inward looking and did not capture performance measures required to gain and retain customers or create sustainable advantage competitive.

2.6.2 Non-financial measures of performance

Non-financial measures of performance were the organizational performance that was not expressed in monetary terms. Common examples include measures of customer satisfaction and rating, employee rating, product quality, share of the market, and availability of new products. Non- financial performance measures were sometimes considered to be leading indicators of future financial performance, while current financial performance measures such as earnings or return on assets were commonly considered to be trailing measures of performance. However, this work shall apply the non-financial subjective measures of business performance (Michaels and Gown,

2008) as financial data were not available due to the highly confidential nature of the information.

2.6.3 The factors that influence the organization performance

Organizational performance, according to Erhard, W., and Jensen, M.C. (2019), refers to the performance of a company as compared to its goals and objectives. In addition, Tonal and Jones (2015) define organizational performance as the actual results or output of an organization as measured against that organization's intended outputs.

2.6.4 The leadership competence

The success of an organization depends on the competency of its leaders and the organizational culture those leaders create. The beliefs and values of an organization's leaders will always influence its performance (Soebbing et al., 2015). ¨ rnroos, J.-A°. (2019) studied leadership competencies and its effects on organizational performance and noted that leadership competencies can improve employee performance; this improvement was evinced by enhanced organizational performance. Asree et al. (2019) stated that vision, integrity, openness, dedication, and creativity among leaders ensure that all employees succeed and that the organizations perform better in all ways.

2.6.5 Employees satisfaction

Numerous organizational and behavioral research studies have examined links between employee and organizational performance, leading to various definitions of the two concepts. For instance, Price (2017) defined employee performance as the effective orientation of an employee in regard to his or her work. Additionally, Sempane et al. (2019) considered employee performance to constitute an individual's overall perception and evaluation of the work environment, and it may also be viewed as a positive emotional status that develops from an individual's job appraisal and job experiences Research has also focused on the subject of employee satisfaction and organizational performance. In this regard, there was general consensus that the attainment of organizational productivity and efficiency depends on the satisfaction of employees and holistic sensitivity to both their socio-emotional and physiological needs (Schneider et al., 2017). From these studies, we deduce that organizations seeking to improve organizational performance must address employee satisfaction, which in turn helps to stimulate better employee performance, thus improving overall organizational performance. Conversely, dissatisfied employees were more likely to experience negative effects on their mental health status and job performance, thus leading to a decline in organizational productivity and performance (Judge et al., 2017)

2.7 Chapter Summary

Literature review comprised of different studies and theory portrayed by different scholars related to the product branding in an organization. The chapter has exhausted literatures done within and outside the country. The chapter also displayed the research gap which was the missing elements in the existing literatures. The chapter also provided the theoretical structure which was the arrangement of concepts, best guesses, hope, and premises that maintains and notifies the study. This enables the leader to have a quick understanding of the topic discussed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The purpose of this methodology chapter was to discus and selects appropriate methods for this research. Validity and reliability issues were also considered to answer the research questions in the most accurate and reliable way.

3.1.1 Types of business research

Research can be conducted in several different ways depending on the purpose or research problem. Koporcic, N. (2017, p.50) presents three types of research that was; exploratory, descriptive and causal.

Exploratory research was initial research that clarifies and defines the nature of the problem. Exploratory research will not provide conclusive evidence or a specific course of action. To be able to obtain conclusive evidence, further subsequent research was required (Erhard, W., and Jensen, M.C. (2017), p.50).

Descriptive research, also Erhard, W., and Jensen, M.C. (2017), p.50 presents these aims at describing the characteristic of a problem or a phenomenon, descriptive research was unlike exploratory research was based on a previous understanding of the nature of the problem. The results of a descriptive research were the answers to who, when, where and how questions. Although giving no explanations for the cause of the findings.

Causal research, according to Erhard, W., and Jensen, M.C. (2017), p.50, these seek to find the cause and the effect relationship between variables. Exploratory and descriptive studies usually precede causal research since this kind of research requires knowledge about research subject. The research problem and the variables in the study must be defined. The purpose of this research was "How to develop brand of the small service company in order to attract the customers." The research has to be exploratory since it was an initial study and nature of the problem was unclear. Branding concepts were widely used in marketing, but not in the specific setting of the study. The exploratory approach will not provide the answers in form a general course of the action. The conclusions of this research can point out the course of action suitable for the specific case. However not only generally applicable for other situations, some aspects of these study could be perceived as descriptive, for example identity and image were measured in with descriptive since the previous understanding of the problems was insufficient. Branding was studied in a situation where previous theories have not been tested. Conclusions can be descriptive if the theories apply, but the approach has to be exploratory.

3.2 Research design

Research design was the way research data were collected, analyzed in the manner that suit the aim of the study. The research design was the theoretical arrangement in which research was conducted; by forming the techniques for data collection, measurement and analysis. As such the research design involves charting of research events from research idea generation through field survey up to the final analysis of data (Kothari, 2018). As a result, the approach has been applied to explain and consider in deep the impact of incentive on the performance of individual in the organization Singleton and Straits (2015) note that, "research design basically consists of a clear statement of the research problem as well as plans for gathering, processing and interpreting the observations intended to provide some resolution to the problem".

The exploratory research can be conducted through a case study. A case study investigates one or few situations similar to the research problem, in depth. The advantage was that an entire organization or entity can be investigated in the depth and very detailed. The drawback was that conclusion from a few cases cannot be generalized for an entire population. Even if it was not general findings, can insights be gained and hypotheses suggested for further research (Erhard, W., and Jensen, M.C. (2017), p.17).

3.2.1 Inductive vs. Deductive

Theories can be generated from two different kinds of reasoning that was, inductive or deductive. A Deductive reasoning was the logical process of making conclusions based on something known to be true (Erhard, W., and Jensen, M.C. (2017), p.43). Deductive research was based on earlier knowledge, such as established theories.

The other way to generate a conclusion was from inductive reasoning, which was based on observations instead of theories. In inductive reasoning was the logical process of establishing a general proposition on the basics of observation of particular facts. (Erhard, W., and Jensen, M.C. (2017), p.43) in this case inductive research conducted based on observation, without considering theories established earlier. This study will rely on a deductive reasoning, since it was based on existing theories and models. The findings from empirical data will be analyzed with existing theories as a frame of reference.

3.2.2 Qualitative vs. Quantitative

The term qualitative and quantitative were used to divide methods of investigation. Qualitative methods were concerned with obtaining an understanding of a subject and quantitative methods were used to measure things (Erhard, W., and Jensen, M.C. 2017, p.64). Qualitative research relies on a smaller number of respondents and more open-ended questions. Quantitative methods were based on reprehensive sample of a population, large enough to make the result general for the entire population; with estimated levels of accuracy (Erhard, W., and Jensen, M.C. 2017, p.17) Qualitative research was aimed at in-depth understanding of a subject instead of measuring, which gives troubles in generalizing findings. The lack of measurements makes it impossible to be absolutely sure that the findings were correct. (Erhard, W., and Jensen, M.C. 2017, p.64) Another problem with qualitative and exploratory research was that findings were judgmental; conclusions were based on interpretation (Erhard, W., and Jensen, M.C. (2017), p.12)

Qualitative research many times precedes a quantitative study. Cahill (2017) argues that the opposite order of research also has applications. Qualitative research can provide an understanding of the quantitative results and be of help in internalizing the result. According to Koporcic, N. (2017) has practitioners emphasized quantitative research was increasingly being important and has a major role in marketing research. For example, qualitative research was important in purchase logic since it can indicate why individuals behave in a certain way (Koporcic, N. 2017)

This research will have a qualitative approach, which was logical since the study was conducted as an exploratory case study. A case study approach was suitable for a research problem formulated as “How” or “Why” Further; the research problem will not benefit from quantifiable results. Instead in understanding of the nature of the problem more desirable, even if it does not result in general conclusion

3.3 Research methods

Primary data can be collected by surveys, observations and experiment (McDaniel & Gates 2018). Surveys were a data collection method based on communication with representative sample of individuals (Erhard, W., and Jensen, M.C. (2017), p.67). Observation methods were based systematic recording of behavioral patterns without direct communicating with respondents (Erhard, W., and Jensen, M.C. (2017), p.17). Experimental research uses controlled conditions to investigate effects of altering one or more variable (Erhard, W., and Jensen, M.C. (2017), p.38). Experiments were common in physical science, but works in the same way in business research, a controlled environment allows study of causal relationship.

In this study I will use a survey method; the exploratory nature of the study makes other approaches very difficult. Experiments were impossible since there were no clear cause-effects relationships to investigate. There was no realistic method to control the situation either. Observations were also to close to the impossible in this case, the situations when the brand applied were difficult to identify and measure. In this case the survey was the best approaches letting the people in contact with the brand to describe their views on the issues.

3.3.1 Surveys

Survey research was based on direct communication with a respective sample of respondent. The communication takes place even if the data collection method was a questionnaire distributed by mail, the respondents were asked for information and questions. Survey can be qualitative or quantitative, they were mostly descriptive, but can be used to explain causal explanations or explore new ideas (Erhard, W., and Jensen, M.C. (2017), p.167). In this case of research, a qualitative survey method was to be used and there were no realistic alternatives to a survey method. The research problem was based on concepts that deal with opinions, attitudes and perceptions which were best measured by a communication with respondents.

3.3.2 Observations

Observation methods were systematic processes of recording the behavioral patterns of people, objectives and occurrence without questioning or communicating with them. Observation methods can be either visible or hidden. The visible observation refers to the situations in which the observer's presence was known to the subject. In hidden observation the subject was unaware of the observation taking place. The main advantage of observations compared to surveys was that data has no distortion, inaccuracies or response biases caused by the respondent (Erhard, W., and Jensen, M.C. (2017), p.217-219). Observations were not suitable for this research; the main reason was that areas of research include brand concept such as identity and image. There was no possible way to observe or monitor people's opinions and perception of these concepts.

3.3.3 Experiments

The purpose of experiments was to evaluate causal relationships. Experiment relies on a controlled situation where one or more variables can be manipulated. Experiments differ from surveys and observations since the degree of control was much greater. In a typical experiment one variable (independent variable) was manipulated and its effect was on the other variable (dependent variable) was measured (Erhard, W., and Jensen, M.C. (2017), p.238). Experimental methods were not applicable in this type of research. A controlled environment was not possible to achieve and therefore the experiment was impossible.

3.4 Data collection

Data can be divided into two different categories, that was; primary and secondary data. Primary data was collected in order to solve specific problem. Secondary data on the other hand was previously gathered for some other project than the one at hand (Erhard, W., and Jensen, M.C. (2017), p.124)3.4.1 S

Since secondary data was already collected it was far less expensive than primary data. Secondary data can be collected with a fraction of the cost, time and effort of primary data (McDaniel & Gates1999, p.100). There were more benefits of secondary data than just the cost aspect.

McDaniel and Gates (1999, p.100) present advantages that were less obvious; help to clarify or redefine the definition of the problem as a part of the exploratory research process, secondary data has a key role in exploratory research, secondary information may solve the problem, there was a greater chance that the identical problem already has been addressed and solved by someone else. Secondary information may provide alternatives for primary data research methods. The methods used to collect data in the secondary source can be applicable to the primary research at hand at least to some extent in questionnaire design may sometimes be helpful to examine previous methods in the same areas of research and also secondary information can provide a good background data for planning a research project.

Even if secondary data provides many advantages, there were some limitations. The main disadvantages were according to McDaniel and Gates (1999, p.101), lack of availability, lack of relevance, inaccuracy and insufficiency. They include the following; Lack of availability occurs when there were no secondary sources were irrelevant tithe problem, the information can be outdated or expressed in units or measures that were of no use in the research, Inaccuracy can occur when a researcher collects, codes, analyses and presents data the risk of inaccuracy exists in any report but a researcher can assess the risk. The researcher should determine, who collected the data, for what purpose and how and also the researcher should also check if the information was consistent with other sources, insufficient data was a problem that can exist even if the information was available, relevant and accurate, however not sufficient to base a decision upon. If data was insufficient, then the primary data will still be collected.

3.5 Case Selection

The research problem requires a case selection that fits the specific setting of the problem. The case company has to be small (less than 30 employees) and offering mainly industrial services. A typical industrial service was technical consultancy. Consultant firms range from small local firms to large multi-national corporations. Infologigruppen was a small local consultant firm with services completely on the industrial market. This makes it Infologigruppen as an idea case, for this research and covers the requirements, small company, service offering and industrial market (McDaniel & Gates1999, p.100).

3.5.1 Interview guide design

All survey researches rely on some form of questionnaire. A questionnaire was a set of questions designed to generate the data necessary to achieve the objectives of the research project (McDaniel & Gates 1999, p.356). Further, the questionnaire provides standardization to the data collection, since every respondent gets the same question. The questionnaire has a critical role, positioned between the survey's objectives and the respondent's information.

Relevance and accuracy were the two basic criteria for a questionnaire to achieve the purpose of the research. According to Koporcic, N. (1999, p.306) there were a number of decisions the researcher has to do in order to obtain relevancy and accuracy; what should be asked? How should each question be phrased? In what sequence should the questions be arranged? What questionnaire layout will best serve the research objective? And how should the questionnaire be pretested? Does the questionnaire need to be revised?

3.3.2 Questionnaire Relevancy

A questionnaire was relevant if there was unnecessary information was collected and the information needed to solve the problem was obtained (Erhard, W., and Jensen, M.C. (2017), p.310). This means that researcher should avoid asking wrong or irrelevant questions. The researcher should also be specific to the data needed.

3.3.3 Questionnaire Accuracy

Accuracy becomes the primary concern once it was decided what to ask. Accuracy means that the results were available and valid. Accuracy was achieved by designing a questionnaire motivating the respondent to cooperate. Questions should be simple, understandable and unbiased. (Erhard, W., and Jensen, M.C. (2017), p.310)

3.3.4 open-ended vs. fixed alternatives

Questions can be divided in two groups according to the degree of freedom for the respondent. Fixed-alternative questions (closed questions), give the respondent a specific and limited alternative responses. The respondent was asked to choose the alternative closet to his or her own viewpoint. Open-ended questions were more suitable in exploratory research. The open-ended questions let the respondent answer in his or her own words; a benefit of open-ended question was that the researcher may find unanticipated answers and reactions on the topic (Erhard, W., and Jensen, M.C. (2017), p.311). This research was mainly exploratory and will therefore rely on open-ended question. The main purpose of using open-ended question in this case was to let respondents describe the brand-related topics. Closed questions would also be inappropriate since this research does not seek quantifiable measurements.

3.3.5 Selection of respondents

The research questions contain concept that require analysis from different perspectives. To be able to answer the research questions, three groups of respondents will be included in the study. The first category of respondents will be included in the study. The brand owner can describe possible benefits of brand development, the brand identity and how the positioning was managed. The second category was the existing customer, who best can describe the image of the brand. The long-term customers were also able to provide answers to the fourth research question describing how brand development can affect the customer relationship. The final category was potential new customers, who can describe the brand image from the point of view, then the existing customers. The main purpose of this research as defined in the introduction chapter "How to develop the brand of small service company in order to attract new customers? An aim at new customers therefore was the image perception of this category highly important. Both existing and potential customers can be both in retaining customers as well as attracting new ones (Erhard, W., and Jensen, M.C. (2017), p.311).

According to (Erhard, W., and Jensen, M.C. (2017), p.313), different perspectives and three different groups of respondents make it necessary to use different interview guides. The following three interview guides will be used for data collection: Interview guide A, covers the identity perspective, positioning and benefits of brand. This interview guide was used only at Infologigruppen. Interview guide B, image perspective from existing customer's point of view measuring image and the customer relationship issue of the fourth research question. Benefits of branding was also included but more indirectly. Interview guide C, image perspective from a possible future customer point of view. Image will be measured as a comparison between different consultant firms that were presented at the local markets; the aspects of the first research question that were related to attracting new customers were also measured.

According to Erhard, W., and Jensen, M.C. (2017), p.305 presented that, analysis must also be adopted to fit the different perspective approach. All data cannot be directly compared across the different groups. The construction of interview guide C was different from the two previous interview guides in the ways that the images were measured. The image of Infologigruppen was measured in the competing context. A sample of consultant companies was included in the interview guide. The reason was to provide a picture of the brand in the competitive environment. The result a was also more reliable. An image association that the findings apply on any company in the market was not differentiated in the brand.

3.4 Validity and Reliability

Validity and reliability were important considerations for any research. Validity was the ability of the measuring instrument to measure what was intended to be measured (Erhard, W., and Jensen, M.C. (2017), p.81).

(Erhard, W., and Jensen, M.C. 2017, p.80) present the following ways to measure the validity: Face validity. The weakest form of validity, concerned with whether the measurement instrument appears to be valid. Face validity was many times the judgmentally determined by the researcher when constructing questions. Straightforward questions like “what was your age?” was usually considered to have a high degree of face validity. Marketing research was many times concerned with attitudes and behavioral intentions, which were more difficult to determine; Content validity, the degree to which instruments represent the universe of the concept under the study, in other words, how well the instrument actually covers the area under the study. Content validity can sometimes be difficult to achieve. Example, a study on brand image must cover all dimensions of the image to obtain content validity, which was difficult since the researcher cannot predict what the respondents were going to answer; Criterion-related validity, the degree to which a measurement instrument can predict a variable that was designated criterion. This means how well the measurement instrument correlates with other instruments measuring the same variable, criterion-related validity can be split up in two categories that was; Predictive validity which was the degree to which the instrument can forecast a future measurements; Concurrent validity which was the degree to which the instrument can predict the variable of interest measurement at the same point in time; Construct validity, the degree to which the measurement instrument represents and logically connects to underlying theory. Construct validity was usually of little interest for practitioners in day-to-day research, but of high interest for marketing scientists. A measurement has construct validity if it behaves according to the relevant theories. These types of validities combined and determined whether what was intended to be measured actually was measured.

Reliability was the degree to which measures were from error and therefore yield consistent results (Erhard, W., and Jensen, M.C. 2017, p.80). A measure was reliable if the results were similar when obtained over time and across situations. A key question regarding reliability was “if we measure some phenomenon over and over again with the same measurements devices, will we get the same or highly results?” (Erhard, W., and Jensen, M.C. 2017, p.80) present the following three ways to assess the reliability of a measurement instrument: Test-retest reliability. This form of reliability was obtained by repeating the measurements using the same instrument under close to identical conditions. Random error and variation will be revealed by differences between test and retest. Test-retest reliability was in reality problematic. First, it may be difficult to get the same respondents to cooperate in repeated testing. Secondly, the first measurement may alter the respondent’s answer in the second measurement. Thirdly, the environmental or personal factors may change and therefore causing the second measurements to change. Equivalent from reliability, thwas reliability was the ability to produce similar results using two instruments as similar as possible to measure the same object; the problems of the test-retest approach can be avoided since the respondent does not have to answer identical questions, but highly similar ones. The equivalent form has two problems. First, it was very difficult to construct two totally equivalent forms, such as questionnaire. Second, if equivalence can be achieved, it may not be worth for the effort in time and money. Equivalent form reliability was similar to test-retest reliability with exception of the testing instrument itself. Test-retest uses the same instrument and equivalent from use of highly similar measuring instruments. Internal consistency, this way of determining reliability was based on the measurements ability to produce similar results using different samples to measure a phenomenon during the same period of time. The internal consistency approach was based on the variation at one point in time among samples of items. Internal consistency differs from the two previous approaches was the same respondents were not included more than one time. There was no repeated contact with the respondents to check for reliability.

Validity reliability was many times illustrated as a marksman shooting at a target three different results for the shooting practice. The first situations there were holes all over the target; these results can be caused by a number of reasons such as, inaccuracy rifle, a poor marksman or other factors. Because the instrument lacks consistency, there was no reliability. An instrument with no reliability causing huge errors cannot be valid. The second situation shows a high, consistent pattern, but far from the center of the target. The instrument was highly reliable (little variance), but no validity. This means that the instrument was consistent but was not measuring what was supposed to measure. The marksman has a steady eye, but the sights were not adjusted properly.

The third situation illustrates a situation when the instrument was both reliable and valid (Erhard, W., and Jensen, M.C. 2017, p.81).

3.7 Methodology problems

The selected methods of conducting research have some areas where problems may arise. The first issue was the sampling of respondents that includes respondents from three different categories. This will cause the analysis to become more complex since results from the respondents cannot be analyzed as one group. Clearly the groups of the respondents were unbalanced. The first category (interview guide A) consists of only one company. The second group (interview guide B) was also small since the number of long-term customers was limited. The third group (interview C) was much bigger than the two previous, there were many companies that buy IT-consultant services even when it's only the local market was considered. The samples that will be presented in chapter 5 with the results were not numerically balanced. The first and second groups were both consisting of one company each. The third group, potential customers, includes five companies. The results will still be valid since all the interviews were measuring the same phenomenon. Even if parts of the results can be difficult compare directly, it was of course still possible to find areas where the results can be analyzed against each other. A perfect balance in numbers was impossible in this case. The only possible way to reach such a balance would be to only cover one category of respondents, for example possible future customers. This approach would only cover image aspects and gives a very limited view of the problem area. The total population in the first group was only one company. In the second group, long-term customers, had a total population of two companies. However only one of them was interviewed due to limited time, one interview was not possible for the half the possible respondents, but the information acquired should be sufficient (Erhard, W., and Jensen, M.C. 2017, p.80).

All of the interviews were direct, telephone interviews were not used at all. The reason was that most respondents provide longer detailed answers in a direct interview. Telephone interviews can make the respondent lose concentration if the interview consists of many questions and requires detailed answers according to Erhard, W., and Jensen, M.C. 2017.

The questions asked in the interviews were constructed in a way that does not force the respondent to give away information that can be perceived as sensitive for their company. Question on buying criteria can be perceived as suspicious if the respondent does not know how the information was to be used. The purpose of the interview was to find patterns in the markets not to determine the buying behavior of specific companies (Erhard, W., and Jensen, M.C. 2017, p.85).

The use of three different interview guides can arise questions on validity. Different measurements in the same study can be questionable since there were risks of bias between the instruments. These risks were reduced or eliminated in the construction of the questions. The questions were generally open-ended and formulated in an equal and consistent way in all of the interview guides (Erhard, W., and Jensen, M.C. 2017, p.89).

The open-ended question reduces the risks that the respondents will be directed to answer in a certain way. The risk questions that were too open were that the answers were not comparable. Respondents may provide answers in directions that do not help to answer research questions. However, the benefit of open-ended question was greater than the irrelevant answers. The exploratory approach was also making more fixed questions unsuitable (Erhard, W., and Jensen, M.C. 2017, p.99).

3.5 Chapter Summary

The part of the study provides a synopsis of the research methodology for the study of the section started by discussing the general outlook, with the research approach that included the research goals, the way sample determined, and measuring devices. While the dependent variable was work performed. The chapter ended by presenting field data gathering and analysis techniques, along with interpretation of the results. The next chapter four provides of the research findings and discussion of results (Erhard, W., and Jensen, M.C. (2017), p.91).

CHAPTER FOUR

RESULTS AND DWASCUSSION

4.1 Introduction

This section highlights the results and findings of the study conducted. A total of two hundred and thirty customers of Ntake bakery were sampled for the study. The data collection instrument used were questionnaires. Out of the total sample of two hundred and thirty, one hundred and ninety-five responded, hence giving the response rate of 84.8%.

Table 4.1 **Response Rate**

Sample	**Number of respondents**	**Percentage**
30	25	84.4%

4.2 Demographic characteristics of respondents

The characteristics of the respondents who were customers of Ntake bakery, Mbale in this study included gender, Age, Level of Education and employment level.

Table 4.2 Demographics (Ushs=95000)

Frequency	**Percent**	
Gender		
Male	23	44. **1**
Female	12	55.9

AGE 18-30 31-40	 32 24	 16.4 32.9
41-55	22 31	 34.9
55 and above	15.9	
EDUCATION Basic education	 33	 **16.9**
Secondary Tertiary	62 26	31.8 29.7
Non formal	20	21.5
EMPLOYMENT Unemployed Employed	 36 15	 18.5 77.4
Retired	8	4. 1

Source: Field Survey (2023)

From the table above, it can be seen that the female respondents were one hundred and nine, representing 55.9% of the total population, the males made up a total of eighty-six (86) representing 44.1%. This illustrates that more of Ntake Bakery's customers were females The ages ranged between 41-55 recorded the highest number of respondents which was sixty-eight representing 34.9%. The next highest age was 31-40 years recording sixty-four representing 32.58%. 18-30 years and 56 and above recorded the lowest of thirty-two and thirty-one respectively representing 16.4% and 15.9% respectively.

Majority of the respondents representing 31.8% had secondary education whiles 29.7% had tertiary education. Respondents who had no formal education represented 21.5% whiles those who had basic education represented 16.9%. Concerning the employment level of respondents, 77.4% were employed, whiles 18.5% and 4.1% were unemployed and retired respectively. These demographic characteristics were a reflection of the customer base on Ntake bakery. This information can be considered when the company was planning activities for its customers. The demography of customers was important to companies as it assists in the designing of tailor-made products to suit their needs.

4.3 Reliability

In analyzing data collected from the respondents on the topic under discussion, the researcher tests internal consistency among the variables used for the study. This was to enable the study to be reliable hence the use of Cronbach alpha. Jensen, M.C (2018) believed that the Cronbach alpha coefficient should be above 0.7. Cronbach alpha values above 0.7 were acceptable and values that were above 0.8 were preferable. Cronbach alpha reliability statistics was shown in table 4.3 below.

Measures	**Factor Loadings**	**Cronbach's Alpha**	**Construct Validity**	**AVE**	**Highest Correlation**	
brand	**Item 1**	**.4851225**	**0.7195**	**0.755**	**0.636**	**0.3885**
Item 2	**-.6368663**					
Item 3	**-.6156972**					
Item 4	**-.7731861**					
Customer service	**Item 1**	**.4932945**	**0.7502**	**0.766**	**0.576**	**0.4258**
Item 2	**.4094001**					
Item 3	**-.3205684**					
Item 4	**-.6167327**					
Item 5	**-.8177931**					

4.3.1 Descriptive Summary of Variables (Branding, Customer Service and Organizational Performance).

The respondents were asked to rate the brand, customer service and organizational performance of Ntake Bakery and mean responses were computed as indicated in the table below.

Table 4.4 Descriptive Summary

Variable	Obs	Mean	Std. Dev.	Min	Max
Branding	195	4.2653	426403	3.2	4.8
Customer	195	4.3477	2435399	3.8	4.8
Organizational Service performance	195	2.2753	422767	2	3

Source: Field Survey (2023)

4.3.2 Corporate Branding

From table 4.4, the mean data of the variables were analyzed. Branding obtained a mean score of 4.18 which was on a higher side. The items measured were the perceived quality, the awareness of the brand, the brand association and the loyalty of the brand by the customers. This indicates that the customers of Ntake bakery have a high perception towards the brand. Customers rate the brand of the organization very high and thereby giving the impression that the Brand of Ntake Bakery was high. Customers were asked to rate the perceived quality of the products of Ernest According to Chandler and Owen (2019) brands that were, in a genuine sense, effective in the business sectors frequently go past satisfying customers' enthusiastic needs or quietly articulate a brand guarantee.

4.3.3 Customer Service

The mean for the customer service activities of Ntake Bakery recorded a score of 4.35. This indicates that customers of Ntake Bakery rate the customer service activities very high. The items measured were divided into two sections. One section looked at the rating of the organization in terms of its organization. This included the cleanliness of the organization, the comfort and convenience of the waiting areas and also the length of time one had to wait in order to be served. The second section looked at the rating of the service provided by the staff or pharmacist of the organization. This included the politeness of the pharmacist/staff, queries answered, provision of efficient service, and the service received. This means that the company takes its customers seriously thereby putting measures in place that would make the customers satisfied and also meet their needs. This attests to the research done by 1(2019) indicating that in recent times customers demand more than ever even to the extent that operators in the retail industry have to execute tasks in a timely manner and provide friendly service to customers.

4.3.4 Organizational Performance

Customers were asked to rate the performance of the company and the responses recorded a mean score of 2.28. This was on a higher note, meaning that in the eyes of customers, the company's performance was rated high. The statement was posed in such a way that respondents would rate the performance of the organization. Even though it was a subjective manner of measurement which builds on the perspective of the respondent rather than on the performance itself (Erhard, W., and Jensen, M.C. 2017). Fortunately, there was evidence of consistency between subjective and objective performance measures (Erhard, W., and Jensen, M.C. 2014)

4.4 Effect of Corporate Branding on Organizational Performance

Hypothesis 1: Corporate Branding has a positive significant effect on organizational performance

Regression analysis was done to test the hypothesis. The results were indicated below in Table 4.5

Model	Unstandardized Coefficients	Standardized Coefficient	t	Sig
A	Std. Error	Beta		
(constant)	-222	.768	-.243	.876
Branding	.692	.266	.232	3.665

Source: Field Data (2023). Dependent Variable: Organizational Performance from the analyswas conducted, the table indicates that branding and organizational performance were significantly and positively correlated (P=0.692; p<0.01). Therefore, there was significant positive relationship between branding and organizational performance. This can be attributed to the high rating of the brand of Ernest Chemist by the customers which has reflected in their performance as indicated by the customers. This attests to the research done by Schuiling and Moss (2014) that a high brand with benefit a company by increasing customer loyalty thereby leading to increase sales and improved organizational performance. That was why Blackett (2015), in his study mentioned that pharmaceutical organizations have had the need to grasp marketing and branding strategies to a more prominent degree than they have been previously in order to improve performance.

4.5 Effect of Customer service on Corporate Branding

Hypothesis 2: Corporate Branding has a significant relationship with customer service

Table 4.6 Effect of Corporate Branding on Customer service

Model	Unstandardized Coefficients	Standardized Coefficient	T	Sig
B	Std.	Beta		
(constant) Customer	4.376	.365 .087	20.005 -.594	000 000
Service				

Source: Field Survey (2016). a. Dependent Variable: Branding From table 4.5, customer service and branding were significantly related (P= -0.052; value<0.01). It further shows that branding had a negative impact on customer service. According to the analysis customer service and branding were negatively related. An increase in branding activities may lead to a reduction in the customer service of the organization. This may indicate that as companies focus more on improving upon their brand, they may ignore their customer service activities and thus reduce their customer service activities and vice versa. However according to Kim et al (2018), a high level of brand would enhance customer's satisfaction and loyalty degree. Even though the company might have been doing well in its branding activities, it was likely that it was rather losing focus on its customer service activities. For mediation to take place the independent variable must be a significant predictor of the mediating variable.

4.6 Effect of Customer Service on Organizational Performance

Hypothesis 3: Customer service has a significant relationship with organizational performance an analysis was done in order to determine the relationship between customer service and organizational performance.

Table 4.7 Effect of Customer Service on Organizational Performance

Model	Unstandardized Coefficients	Standardized Coefficients	T	Sig
B				
(constant) customer service	-.472 .775	.632 .523	-.747 5.222	.456 000

Source: Field Survey (2016) Dependent Variable: Organizational Performance The table above indicates a positive relationship between customer service and organizational performance. Customer service significantly impacted on organizational performance (P= 0.775; p-value<0.001). From the test, customer service and organizational performance were significantly positively related. Delivering consistent good customer service can be challenging even if companies benefit from high quality services. When the environment was highly competitive, companies must focus on providing superior customer service in order to maintain customer satisfaction and also retain their profitable customers, thus improving the performance of the organization. Delivering superior customer service generates quiet a number of benefits to service providers especially in the pharmaceutical industry. The benefits include, cost reduction, salvation of time, increase in profits and market share.

4.7 Mediating Effect of Customer Service on Branding and Organizational Performance Relationship.

2 - Branding, Model 3 - Organizational Performance Model 4 –Organizational Performance From the table, branding significantly impacted on organizational performance. (Model 1; P=0.692, p-value <0.001). In model 2, it can be seen that customer service had a significant relationship on corporate branding. (Model 2; p=-.052, p-value <0.001) Model 3 also shows a significant relationship between customer service and organizational performance. (Model 3; p=-.775, p-value <0.001) However, introducing customer service as a mediator in Model 4, branding significantly impacted organizational performance but there was a reduction in the impact (Model 4; P=0.647, p-value<0.001). According to Dalton, K., and Druker, J. (2016) for mediation to exist, the independent variable must be a significant predictor of the dependent variable, the independent variable must be a significant predictor of the mediator and the mediator and independent variable was to confirm that the mediator was a significant predictor of the dependent variable. According to the analysis done, all the conditions necessary for mediation to take place have occurred. The study revealed that customer service partially mediates the relationship between branding and organizational performance. Even though branding has a significant impact on Organizational performance, customer service acting as a mediator does not make a greater impact. This indicate that there were other factors that affect the performance of an organization. Organizations must therefore not ignore the customer service activities in addition to improving

their brands as it has a significant relationship in the performance of the organization. A study done by ¨ rnroos, J.-A°. (2019) revealed that leadership competencies also affect organizational performance and noted that leadership competencies can improve employee performance; this improvement was evinced by enhanced organizational performance. This was also supported by Asree et al. (2019) who stated that vision, integrity, openness, dedication, and creativity among leaders ensure that all employees succeed and that organizations perform better. Another factor that may influence organizational performance was employee satisfaction as indicated by Schneider et al (2019).

4.8 Summary

This study explores customer service as a mediating variable between branding and organizational performance, following the four steps used by Dalton, K., and Druker, J. in 2016 to establish mediation. In the first step, the results show that branding was significantly impacting on organizational performance (P=0.692; p<0.01). In the second step, we found that branding significantly impacted with customer service (P=-0.052 R=0.02; p-value<0.01). In the third step, we observed that customer service affects organizational performance (P= 0.775; p-value<0.001). In the fourth and final step, when the mediator Customer service was introduced into the equation between Branding and organizational performance, the impact reduced P=0.647, value<0.001) but however still significant, so customer service was a partially mediating variable in this study. Study conducted by Schneider et al (2017), Asree et al. (2019) and Schneider et al (2017) all revealed that leadership competencies and employee all leads to improve performance.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATION

5.1 Introduction

This chapter considers summary of findings, conclusions, recommendations and suggestions for further studies.

5.2 Summary of Findings

Branding and organizational performance relationship has been clearly established by the study as it shows they have a strong positive and significant relationship. The new finding of this thesis was the mediating role of customer service plays in the performance of the organization. The impact reveals a partial mediation. Below was the summary of the findings.

5.2.1 Effect of Branding on Organizational Performance

The results indicated that branding and organizational performance were significantly and positively correlated ($P=0.692$; $p<0.01$). However, R square revealed that a unit change in Branding explains 6.5% variation in organizational performance. Therefore, there was significant positive relationship between branding and organizational performance.

5.2.3 Effect of Branding on Customer Service

Customer service and branding were significantly related ($R=0.02$; p-value<0.01). It further shows that branding negatively impact on customer service. According to the analysis customer service and branding were negatively related. An increase in branding activities may lead to a reduction in the customer service of the organization.

5.2.4 Effect of Customer Service on Organizational Performance

The result indicated a positive relationship between customer service and organizational performance. Customer service significantly impacted on organizational performance but it explains 11.9% variation, ($R2=0.119$; p-value<0.001). From the test, customer service and organizational performance were significantly positively related.

5.2.5 Mediating Effect of Customer Service on Branding and Organizational Performance Relationship.

From the analysis, branding significantly impacted on organizational performance. (Model 1; $P=0.692$, p-value <0.001). However, introducing customer services as a mediator in Model 2, organizational performance reduced ($P=0.647$, p-value<0.001). This suggests that customer service partially mediates the relationship between branding and organizational performance. This has proved that there exists mediation in the model which shows that customer service partially mediates the relationship between branding and organizational performance. The introduction of customer service however weakens the relationship. This indicates the presence of other factors that might affect organizational performance. This includes leadership competencies and employee satisfaction.

5.3 Conclusion

From the study conducted, it can be seen that both branding and customer service plays a significant role in the performance of organizations. Companies that invest in developing their brand and also putting the customer first in their activities were likely to experience improvement in their performance. Companies must involve themselves in improving upon the branding activities of the firm as it goes a long way to affect the organizational performance.

5.4 Recommendations

As part of the recommendations for this study, the following can be looked at:

1. Firms must ensure that they improve upon their branding experience for customers as thwas goes a long way to improve upon their performance.
2. Companies must ensure that they put in measures to ensure that their customer service activities meet the needs of their customers.
3. Firms must improve upon their branding activities whiles strengthening their customer service activities in order to maximize/ optimize organizational performance.
4. Organizations must strive to improve upon the brand of their companies as this affects the organizational performance of the company. A good brand goes a long way to improve upon the performance of organizations in the long run
5. Firms must consider other variables that might improve organizational performance since customer service partially mediated between branding and organizational performance.
6. Organizations must also focus on employee satisfaction and leadership competencies as research has shown that it largely affects organizational performance.

5.5 Opportunities for Further Study

Further research can be conducted to find the mediating role leadership competencies and employee satisfaction plays between customer service and organizational performance.

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APPEDIX

BUSITEMA UNIVERSITY NAGONGERA CAMPUS FACULTY OF SCIENCE AND EDUCATION DEPARTMENT OF BUSINESS QUESTIONNAIRE FOR CONSUMERS RESPONDENTS

This research was to examine the Effect of branding on Organizational Performance, the Mediating role of Customer service. It would be very much appreciated if you could assist us through the provision of answers to the questions below. Each question was followed by a list of alternatives to choose from. Please tick the box and write where appropriate. All information provided was strictly for academic purposes and treated as confidential.

BIOGRAPHIC DATA

1. Gender

a. Male ☐

b. Female ☐

2. Age

a) 18-30 ☐

b) 31-40 ☐

c) 41-55 ☐

d) 56 and above ☐

3. Educational Background

a. Basic Education ☐

b. Secondary Education ☐

c. Tertiary ☐

d. Non formal schooling ☐

4. Employment status

a. Unemployed ☐

b. Employed ☐

c. Student ☐

d. Retire ☐

5. What strategies is the company enforcing to build brand awareness?

6. How do you think your company has faired over their competitors in the last four years in terms of brand awareness, brand associations and brand loyalty?

7. How has the company maintained a strong brand image?

8. How has brand awareness, brand associations and brand loyalty enhanced your business Marketing Performance?

9. Which areas do you think the company needs to improve upon in the above areas to increase profitability and sales?

10. What attitudes do your customers have of UBL brands over competing brands?