

**RELATIONSHIP BETWEEN BRAND EQUITY AND MARKETING PERFORMANCE
OF UGANDA BREWERIES LIMITED**

BY

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AUGUST, 2013

DECLARATION

I, Kenneth Kereere, do hereby declare that this dissertation is my original work and has never been submitted and or presented for any award in any University or Institution of Higher Learning.

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SIGNATURE

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DATE

APPROVAL

This dissertation by Kenneth Kereere has been submitted for examination with our approval as supervisors.

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ELLY TWINEYO

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DATE

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BEN MUGERWA

.....

DATE

DEDICATION

This work is dedicated to my dear parents, Mr. Kenneth Kham Kereere (Senior) and Mrs. Margaret Kereere as well as my sister, Ms. Karen Kemirembe, 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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LIST OF ABBREVIATIONS AND ACRONYMS

CBBE-Consumer Based Brand Equity

CBD-Central Business District

CSR-Corporate Social Responsibility

CVI-Content Validity Index

DV-Dependent Variable

EABL-East African Breweries Limited

IV-Independent Variable

NBL-Nile Breweries Limited

Shs-Shillings

UBL-Uganda Breweries Limited

UMI- Uganda Management Institute

ABSTRACT

The study used the case study of Uganda Breweries Limited (UBL) to find out the influence of brand equity on the marketing performance of Uganda Breweries Limited. The research objectives were: to examine the relationship between brand awareness and performance of Uganda Breweries Limited; to find out the role brand associations play in enhancing Uganda Breweries Limited's Marketing Performance and to assess the effect of brand loyalty on Marketing Performance.

A cross-sectional survey research design was used as the major research design for the study. Data was collected using questionnaires and interview guides from a sampled size of 196 respondents out of a target population of 295 individuals. This was complemented by the use of a correlation research design to find out the existence and nature of the relationships between the brand equity dimensions of awareness, associations and loyalty and the Marketing Performance of Uganda Breweries Limited as well as the contribution of each dimension on the company's marketing performance using regression analysis.

The study revealed a positive relationship between brand awareness, brand associations and brand loyalty with Marketing Performance arising out of brand equity. The study concluded that an increase in brand awareness, associations and loyalty would improve the Marketing Performance of Uganda Breweries Limited. The study, hence recommended that management of UBL needed to continuously improve on their brand equity dimensions of brand awareness, associations and loyalty of their customers to realize better Marketing Performance in view of sales, profitability and market share.

CHAPTER ONE

INTRODUCTION

1.1 Introduction

The research study sought to examine the influence of Brand Equity (Independent Variable) on Marketing Performance (Dependent Variable) of Uganda Breweries Limited (UBL). Brand Equity as the Independent Variable was conceptualized under brand awareness, associations and loyalty while Marketing Performance as the Dependent Variable was conceptualized under sales, profitability and market share.

This chapter covers the introduction, background to the study, statement of the problem, purpose of the study, objectives for carrying out the study, research questions, hypotheses for testing, conceptual framework, scope of the study, significance, justification and operational definitions of the key terms and concepts.

1.2 Background to the study

1.2.1 Historical background

The study of brand equity has become increasingly popular as some researchers have concluded that brands are one of a company's most valuable assets. Shimp (2010) defines a brand as everything that one company's particular offering stands for in comparison to other brands in a product category. He goes on to assert that a brand is more than just a name, term, sign, symbol or design that represents a set of values or assets that its marketers, senior company officials and other employees consistently embrace and communicate for an extended period. Kotler (1994) agrees with Shimp by forwarding a brand as a form of identification for sellers or manufacturers

derived from the need to differentiate their products from those of competitors. The historical evolution of brands has shown that brands initially served the roles of differentiation between competing firms and their products thereby representing consistency of quality while providing legal protection from copying (Egan & Guilding, 1994, pp.450-3) as cited in Tuominen (1999).

Brand Equity was born from the need to differentiate brands and can simply be defined as the value that consumers associate with a particular brand (Aaker, 1991; Aaker, 1992; Aaker, 1996). He goes on to view it as a set of assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and or to its customers. He highlights five major dimensions that make it up namely brand awareness, brand associations, brand loyalty, perceived quality and other proprietary assets (such as trademarks, patents and distribution leverage to mention but a few).

Research on brand equity therefore has been looked at from either the consumer or the firm perspective. Keller (1993; Keller, 1998) talks of the consumer side consisting of measurement of customer attitudes, behaviours, preferences, feelings towards particular products while from the firm's perspective, a financial appraisal is held in view of monetary value the product brings to a firm in respect of physical product, market share, profit margins and firm's stock prices (Farquhar, 1989).

There is no common view point on how to measure Marketing Performance arising out of Brand Equity, however related and previous studies have suggested that studying brand equity solely from the perspective of either the firm or the consumer is inadequate and detrimental to the

firm's long term survival, therefore suggesting a strong need to measure brand equity from both perspectives to fully understand the benefits it brings (Kiwanuka, 2010).

1.2.2 Theoretical background

Literature on Brand Equity has shown two major focuses; that is the Firm-Based Brand Equity model as advanced by Aaker (1991) and the Consumer Based Brand Equity (CBBE) model advanced by Keller (1993).

Aaker (1991) talks of brand equity as the value that consumers associate with a brand. It is the consumer's perception of the overall superiority of a product carrying that brand name when compared to other brands. In his view, his theoretical model takes into account the financial aspects relating to the firm arising out of best brand equity practices. Marketing authors point to Aaker's model as more pertinent to a company's brand valuation especially for accounting purposes and accountability. Aaker's brand equity model identifies five major components namely: brand awareness, brand associations, brand loyalty, perceived quality and other proprietary assets.

Aaker goes on to define brand awareness as the extent to which a brand is known and familiar to the customer; brand associations as the mental linkages associated to the brand; brand loyalty as the level of commitment or attachment to a brand; perceived quality as the extent to which a brand is considered to provide good quality products and other proprietary assets as the differential advantages one brand holds over another. In his view, these components work hand in hand and are responsible for financial benefits or outcomes to a company realized in form of lower marketing costs, high level of differentiation, positive attitudes and or feelings among their customers, premium pricing for their products and strong competitor advantage.

Keller (1993; Keller, 1998) on the other hand, defines brand equity from a consumer-based point of view also known as the Consumer-Based Brand Equity Model (CBBE). He views brand equity as the differential effect of brand knowledge on consumer response to the marketing of a brand where brand knowledge, refers to the full set of brand associations linked to the brand in long-term consumer memory. Keller goes on to assert that this model is made up of six dimensions namely brand salience, brand performance, brand imagery, consumer judgements, consumer feelings and brand resonance. In his assertion, all are important and lead to brand resonance that appears at the end. He goes on to opine that brand resonance comes about when the consumer has a high level of awareness and familiarity with the brand and has some strong, favourable and unique brand associations in memory. These will define whether the customer is willing to enter into a relationship with the brand.

Srivastava et al. (1991) as cited in Chieng (2011) define Marketing Performance as the outcome or result of a firm's marketing efforts and strategies towards satisfying its customers, competing favourably in the market place and the financial benefits accrued in view of sales, profits, market share and return on investment (to the shareholders). Keller (1998; 2003) and Aaker (1992; Aaker, 1996) support the theory further by arguing that a firm's Marketing Performance can best be described in terms of the financial and marketing outcomes accrued to it as it implements best brand equity practices that include Branding, Packaging, Sponsorships, Public Relations, Advertising and Corporate Social Responsibility (CSR). Delgado-Ballaster and Munuera-Aleman (2005) also forward their understanding of marketing performance by defining it as marketing advantages to a firm in view of market share gains, sales growth and profit margins from charging premiums through implementation of an articulate, well-focused and aggressive

marketing campaign over its industry competitors. Above all, the different authors agree that the best measures of a firm's Marketing Performance in view of brand equity lie in its sales growth, customer loyalty, market share, profitability, cash flow, return on investment and return on assets.

Relatedly, Ambler and Kokkinaki (1997), two marketing performance investigators in their study carried out between 1991 to 1995 within the United States, Great Britain, Germany and Australia and other European countries to find out commonly used measures of organizational marketing performance, reviewed 200 articles regarding performance measures among different companies and found out that much as different companies had different measures (both financial and non-financial) for measuring their marketing performance, the top three measures most utilized were sales (growth), which accounted for 22.3 percent of the total measures, market share (17.1 percent), and profit contribution (11.0 percent) and brand preference or purchase intent (11.0 percent) both in third place. From the same study, it was also found out that 67.3 percent of the measures used to measure organizational marketing performance were financial, compared to 32.7 percent being non-financial.

This particular study was anchored on Aaker's (1991) 'Firm-based' Brand Equity model as the study was interested in finding out the relationship between Brand Equity and Marketing Performance in terms of financial outcomes that were a major focus in the study. The model also provided the study with a conceptual framework to measure marketing performance for UBL.

1.2.3 Conceptual background

The concept of brand equity emerged in the early 1990's but was not understood by many marketing practitioners till the early 2000's. Much as it was not defined precisely, in practical terms, it meant that brands are financial assets and should be recognized as such by top management and the financial markets (Keegan et al, 1995). As a result, different conceptualizations of Brand Equity have been measured by various researchers over the years.

Aaker (1991) views brand equity as a multi-dimensional concept made up of perceived quality, brand awareness, brand associations, brand loyalty and other proprietary assets. This particular study however only considered the dimensions of brand awareness, brand associations and brand loyalty under the Brand Equity variable.

Brand awareness in Aaker's view, is the ability of a potential buyer to recognize or recall a brand as a member of a certain product category. According to him, there are three levels of brand awareness namely brand recognition (ability of consumers to identify a certain brand amongst others), brand recall (situation whereby a consumer is expected to name a brand in a product class) and top of mind (first brand that a consumer can recall amongst a given class product) that firms need to look out for. Consumers have been found to buy familiar, well established products that they are already aware of over those they are unaware of or those that are unbranded (Baldauf et al, 2003). Hence from a rising awareness and familiarity of available brands, results a positive effect on a firm's competitive advantage, sales and profitability. This study conceptualized brand awareness for UBL under brand recognition and brand recall.

Aaker (1991; Aaker 1992) defines brand associations as any mental linkages to the brand. These may include product attributes, customer benefits, uses, life-styles, product classes, competitors and countries of origin to mention among many. Aaker considers the associations' dimension of brand equity to usually involve image dimensions that are unique to a product class or to a brand. Keller (1993; Keller, 2003) on the other hand asserts that brand associations normally organizational associations are meant to change attitudes of customers to particular products. Keller (1998) goes on to argue that favourable, unique and strong brand associations are assumed to provide a positive brand image in the minds of consumers that will increase the product's brand equity. Brand associations are important to enabling firms differentiate their market positions and extend their brands (both new and old) while creating positive attitudes and feelings towards these brands among consumers, that affects their eventual purchase decisions. To foster this, Corporate Social Responsibility (CSR) and strong Branding activities are necessary (Blumenthal and Bergstrom, 2003) as cited in Chieng (2011). This study conceptualized brand associations for UBL in view of images and attitudes.

Brand Loyalty, according to Aaker (1991) is the "attachment that a customer has to a brand". Gremler and Brown (1996) go ahead to define brand loyalty as a major dimension of brand equity that is based on two levels namely: behavioural loyalty (linked to consumer behavior that can be reflected in number of repeat purchases) and cognitive loyalty (which talks of attitudes, feelings and preferences of the consumers in question). Chaudhuri and Holbrook (2001) on the other hand mention brand loyalty in relation to the brand price. Aaker (1996) agrees with this assertion by identifying price premium (the amount customers are willing to pay for a chosen brand in comparison with rival brands) as an important indicator of brand loyalty. It is therefore

believed that brand loyalty is the path that leads to certain marketing advantages such as market share gains, sales growth and profit margins from charging premiums which enhance the firm's Marketing Performance in the market (Delgado-Ballaster and Munuera-Aleman, 2005). This study conceptualized brand loyalty for UBL under price premium and repeat purchase patterns for their consumers.

On the other hand, Marketing Performance which is the Study's Dependent Variable (DV) has been measured differently by companies and previous research scholars from either an objective or subjective perspective. From the objective perspective, the firm can measure its financial Marketing Performance in view of financial aspects such as return on investment, return on assets, cash flow, market share, sales growth and profitability. On the other hand, the subjective perspective measures Marketing Performance in view of non-financial aspects such as customer satisfaction and loyalty derived from the contribution of well trained and motivated staff (Hart et al. 1990). However, since this was a 'firm-based' study, the objective (financial) perspective was considered to measure Marketing Performance for UBL in view of only sales growth, profitability and market share.

1.2.4 Contextual background

According to Aaker (1996) a powerful brand possesses a high level of brand equity in form of high levels of brand awareness, brand associations, brand loyalty, perceived quality and other proprietary assets (such as distribution leverage, patents and trademarks) that lead it to better marketing performance in view of sustainable competitive advantage, higher sales, profits and market share gains over its competitors. In light of the above, Keller (2003) and Cobb-Walgren et al. (1995) assert that brands have to be managed well and carefully in order to achieve and sustain brand equity through strong marketing communication strategies that include repetitive

advertising (to increase awareness), Corporate Social Responsibility (to strengthen the brand associations and positive image of the company to the public) and constant product innovations in form of unique product packaging and design, product availability, product variety as well as price promotions (to enhance loyalty among consumers).

Uganda Breweries Limited (UBL) which is the focus of the study, runs under the management of East African Breweries Limited (EABL) also under the DIAGEO holding company. The company has been a dominant player in the Ugandan brewery market for more than sixty years, only rivaled by Nile Breweries Limited (NBL) and Parambot Breweries as of 2011. With over twenty five brands under their product portfolio (beers, non-alcoholic beverages and spirits), the company has been able to establish their market position over time as the premium drinks company with the aid of strong individual product branding and marketing communication programmes. Most prominent among these have been Corporate Social Responsibility (CSR) drives such as tree planting campaigns and ‘responsible drinking’, product advertising (in form of online media, newsprint, promotions and billboard advertising) and sponsorships (sports events such as football-BELL SUPER LEAGUE and BELL RUGBY Tournaments) all in an effort to build and maintain strong brand equity.

The Ugandan brewery industry has been highly competitive in the past four years and the entire Ugandan beer industry in Uganda had a tough 2011 and early 2012 due to tough economic conditions such as high inflation rates and high costs of doing business attributed to frequent power outages (Kalungi, 2012, July 17). In individual regard, UBL posted its strongest Marketing Performance (sales and profits) in 2008 with profits of shs 20.1 billion and sales of

shs 265.7 billion. It also maintained its number one position in the beer industry during that time. However, in 2009 with profits of shs 7.8 billion and sales of shs 169.2 billion (Were, 2009) and in 2010 with profits of shs 4.7 billion and sales of shs 186.3 billion, a drop in its Marketing Performance in either sales or profits was evident in comparison to its 2008 performance. In 2011, these figures improved with profits of shs 12.7 billion and sales of shs 220.4 billion however this performance was surpassed by NBL its closest rival, which had profits of shs 16.8 billion and sales of shs 286.9 billion in the same year (CEO Magazine Uganda, March, 2012). As a result, UBL's market share was consequently affected by these declines causing the company to lose its number one position to retain a 46% market share holding over a 52% market share holding for NBL by the end of 2011. All this happened despite an annual increase in their advertising and promotional budgets by shs 2 billion every year from 2008, which is regarded a strong ingredient to increasing brand equity towards eventual Marketing Performance.

1.3 Statement of the problem

Brand equity is a key marketing strategy which if well managed, brings high Marketing Performance to a firm in the form of resilience against industry competitors, sales growth, market share gains and profit growth from premium pricing (Kotler & Armstrong, 1996).

UBL for the past four years since 2008 made continuous efforts to improve upon its brand equity through increased advertising spending, online marketing (website), Corporate Social Responsibility (CSR), sponsorships, improved bottling design and Public Relations. UBL posted its strongest performance to date in 2008 in sales and profitability and held number one position in the market. However in 2009 and 2010, inspite of all the above promotional efforts, the

company experienced declines in their sales and profits, leading them to lose their market share by 6% (at 46%) to their nearest industry competitor, Nile Breweries Limited (NBL) which had 52% market share by the end of 2011. Ehrenberg (1993) contends that market share is the best measure of a firm's brand equity as it combines the individual efforts of all the brand equity dimensions.

Should this trend continue without immediate administrative intervention, UBL stands to lose its long-standing market dominance, defense against competition and its long term survival could come under threat. In view of this discrepancy, the study therefore sought to understand the relationship between brand equity and Marketing Performance for UBL so as to recommend practical recommendations to improve the company's Marketing Performance.

1.4 Purpose of the study

The purpose of the study was to examine the relationship between brand equity dimensions of brand awareness, brand associations and brand loyalty with Marketing Performance of Uganda Breweries Limited (UBL).

1.5 Specific objectives

The study was guided by the following objectives:

1. To examine the relationship between brand awareness and Marketing Performance of Uganda Breweries Limited.
2. To find out the role brand associations play in enhancing Uganda Breweries Limited's Marketing Performance.

3. To assess the effect of brand loyalty on Marketing Performance of Uganda Breweries Limited.

1.6 Research questions

The study aimed at answering the following questions:

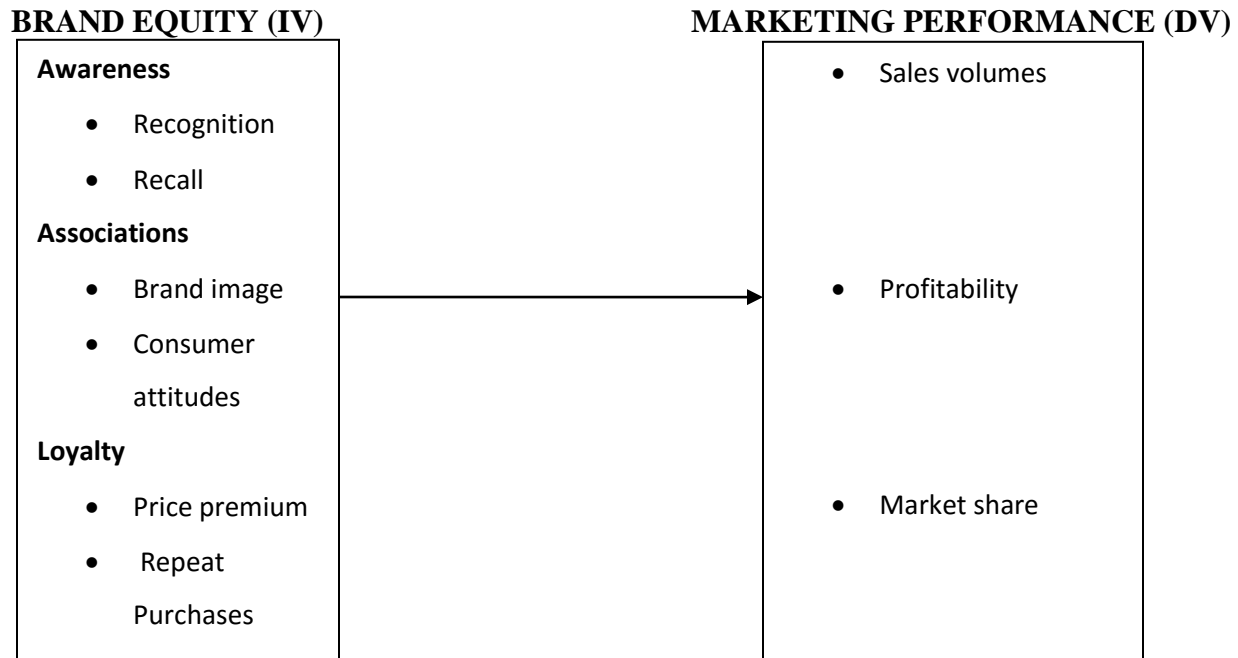
1. What is the relationship between brand awareness and Marketing Performance of Uganda Breweries Limited?
2. What role do brand associations play in enhancing Uganda Breweries Limited' Marketing Performance?
3. What is the effect of brand loyalty on Marketing Performance of Uganda Breweries Limited?

1.7 Hypotheses of the study

The following hypotheses were tested during the study:

1. Brand awareness positively affects Marketing Performance of Uganda Breweries Limited.
2. Brand associations play a positive role on the Marketing Performance of Uganda Breweries Limited.
3. Brand loyalty has a positive impact on the Marketing Performance of Uganda Breweries Limited.

1.8 Conceptual Framework



Source: Aaker's (1991) Brand Equity 'Financial Based' Equity Model adopted from Shimp (2010) and modified by the researcher.

Figure 1: Conceptual framework showing the relationship between Brand Equity and Marketing Performance of Uganda Breweries Limited (UBL).

The Conceptual Framework above explains the relationship between Brand Equity and Marketing Performance for Uganda Breweries Limited. The Independent Variable which is Brand Equity has Brand Awareness, Brand Associations and Brand Loyalty as its dimensions while Marketing Performance as the Dependent Variable has sales, profitability and market share as its dimensions.

Brand Equity

Brand Awareness' Indicators were brand recognition and recall as these are the most commonly used measures of Brand Awareness. Brand Associations' Indicators were the attitudes of

consumers and brand images. Brand Loyalty Indicators were price premium and repeat Purchases.

Marketing Performance

Profitability was measured in view of either their improvement or decline. Sales were reviewed in terms of growth or decline in the chosen time scope. Market share was considered for the year 2011 when the company lost its market share (market position) by 6% to its closest industry rival, Nile Breweries Limited (NBL). The above model assumes that Marketing Performance for Brewery companies, in this case Uganda Breweries Limited, depends on improved Brand Equity practices. This implies that the improvement in brand equity is expected to cause an improvement in Marketing Performance if well managed.

1.9 Significance of the study

The study aimed at documenting the relationship between brand equity and Marketing Performance for Uganda Breweries Limited. It was also hoped that the findings from the study could furnish the relevant managers at Uganda Breweries Limited; most especially the Brand Managers and Sales Department with research based information on the influence of Brand Equity on their company's Marketing Performance. This information could guide the company in formulating their future brand management policies and guiding their overall strategic decisions.

1.10 Justification of the study

The study was motivated by the need to have a comprehensive understanding of the dimensions of brand equity namely brand awareness, brand associations and brand loyalty as strong

determinants to a company's Marketing Performance. With this knowledge, the company can progressively improve upon its Marketing Performance arising out of better Brand Equity practices. The researcher also believed the study would add to the body of knowledge in Brand Equity studies and serve as a basis for future research.

1.10 Scope of the study

Content Scope

The study focused on brand equity under the dimensions of awareness, loyalty and associations and their influence on Marketing Performance in view of sales, profits and market share of Uganda Breweries Limited.

Time Scope

The study looked at the period from 2008 to 2011, but put special emphasis on 2011. This is because sales and profits in 2011 were not only low compared to the company's best performance in 2008 but also in the same year, the company lost its market share by 6% to their closest rival Nile Breweries Limited (NBL). This was an issue of concern to the researcher, hence a need for the study.

Geographical scope

The study was carried out in part at the headquarters of Uganda Breweries Limited (Luzira-Portbell) within their selected Brand and Sales Departments. The headquarters were chosen as these would provide an optimal location considering this is where all the key brand marketing decisions are made and the company personnel that were required for the interview sat there. Outside the company, the study considered wholesalers and distributors, selected retail outlets, bars and consumers all within the Kampala Central Business District (CBD).

1.12 Operational definitions

Brand

Kotler et al. (2005, p.549) define a brand as “a name, term, sign, symbol design or a combination of these that identifies the makers or seller of the product or services”.

Brand Equity

Aaker (1991) refers to brand equity as “a set of brand assets and liabilities linked to a brand, its name and symbol that add to or subtract from the value provided by a product or service to a firm and or to the firm’s customers”.

Brand Awareness

Keller (2003) defines brand awareness as the ability of a consumer to distinguish a brand under various conditions, built and increased through familiarity with the brand as a result of repeated purchase behaviour by the consumer.

Brand Associations

Kotler and Keller (1996, p.188) define them as a combination of all brand-related thoughts, feelings, perceptions, images, experiences, beliefs and attitudes that are linked in a consumer’s long-term memory to a particular brand that affect their purchase of the product.

Brand Loyalty

Aaker (1991, p.39) views brand loyalty as the “attachment that a customer has to a brand” seen through the consumer’s preference to purchase a particular brand in a given product class.

Marketing Performance

Marketing Performance in a firm’s perspective is the result or outcome of the company’s marketing strategy and efforts to its customers, the market place and the financial benefits it brings to that firm (Srivastava et al, 1991).

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter reviewed literature related to brand equity and its relationship with Marketing Performance of firms collected from previous works related to the topic in the form of business editorials, magazines, journals, business dissertations, conference papers, expert reviews, text books and the internet. The review of literature is presented along the three study objectives of examining the influence of Brand Awareness, Brand Associations and Brand Loyalty on UBL's Marketing Performance.

2.2 Brand Equity and its measurement

Since the concept of brand equity begun gaining widespread attention in the marketing circles in the early 1990's, many different methods of defining and measuring it have been proposed, many of which lack common ground. This phenomenon is not surprising considering that firms measure it according to their different brand objectives and no single method of conceptualizing and measuring brand equity may be applicable to all brands (Park and Srinivasan, 1994, p.271) as cited in Tuominen (1999).

According to Houston et al. (1992) as cited in Kiwanuka (2010), there is a general agreement, that brand equity can be measured in terms of the marketing efforts or outcomes that can be uniquely attributed to the brand relative to the effects or outcomes for the same product had it not been identified by that brand. They agree in conclusion by stating that brand equity

measurement, according to existent literature, can be approached exclusively from either the consumer or firm perspective. This particular study chose to measure brand equity exclusively from the firm's perspective in view of the marketing outcomes derived out of brand equity.

2.3 Brand Equity and Marketing Performance

According to Baldauf et al. (2003), the creation of brand equity may be a key strategy in deriving Marketing Performance. They go on to add that much as literature on the relationship between brand equity dimensions and firm Marketing Performance is limited, studies that have been carried out so far have shown that brand equity at company or organizational level directly enhances value to the customers of that firm by providing information, instilling confidence and user satisfaction, enhancing the firm's competitive advantage through efficiency and effectiveness of marketing programmes, offering price premiums, brand extensions and trade leverage. Wood (2000) complements their argument by asserting that brands reassure customers about the attributes of the product and convey information about them, hence brand equity in form of advertising, sponsorships, branding, packaging events marketing and Corporate Social Responsibility is a recognized tool of competitive strategy that enhances Marketing Performance.

2.3.1. Brand Awareness and Marketing Performance

Brand awareness, according to Keller (2003, p.453) points to the likelihood, that a brand will easily come to a consumer's mind. It consists of two levels namely recognition and recall. Recognition reflects familiarity gained from past exposure to the product while recall relates to the consumer's ability to identify the brand under a variety of circumstances. Both levels, according to Aaker (2002) are particularly useful to influencing a consumer's choice to purchase a brand based on familiarity which leads to better Marketing Performance as more customers

choose the brand they are aware of over the one they do not know. Relatedly, Baldauf et al. (2003) concede that awareness leads to high levels of purchase since awareness reduces the consideration set and therefore customers are always more likely to buy familiar brands, a factor that leads to better Marketing Performance of the company in regard to sales and profitability. However in modern times, consumers are continuously bombarded with all forms of advertising and marketing messages from different companies with similar product offerings and the challenge of establishing recall and recognition among the organizations' brands has become more challenging than ever before for the affected companies and confusing for the customers to establish the better brand. This has made management of brand equity towards better company Marketing Performance more difficult considering that at a certain point, firms only focus on themselves and forget the needs of their customers. This only proves the strong need for brand equity in companies offering similar products to be balanced in order to cater for both the customer and the companies' goals, a phenomenon still eluding many companies today.

2.3.2 Brand Associations and Marketing Performance

Aaker (2002) emphasizes that brand equity is supported in great part by the associations that consumers make with a brand. These could be the brand images, a celebrity personality endorsing the brand, product attributes or the organizational associations that are best enhanced through a strong Branding, Corporate Social Responsibility (CSR) campaigns and repetitive advertising as well as public relations. As a result of this, brand associations are driven by the brand identity (what the organization stands for in the consumer's mind). This has made brand associations a strong component of brand equity. Aaker goes on to suggest that brand associations could provide value to the consumers by providing a reason for consumers to buy the brand through creating either a positive or negative attitude among their consumers. As the

brand associations increase, so does the loyalty. Consumers' associations are likely to be high as well when they have strong awareness of the brand. Hence, he argues that there is a strong need to build awareness first in order to build associations among consumers, consequently increasing consumer loyalty. Blumenthal and Bergstrom (2003) on the other hand, opine that a strong Branding and Corporate Social and Responsibility (CSR) culture can provide the company much needed brand associations with their customers as it creates brand awareness on its own. In their view, corporate image is the primary concern of most firms and can be built from the above mentioned strategies. Aaker (2002) also argues that managing customer attitudes and images in isolation would only be detrimental to the long term survival of any company trying to achieve better Marketing Performance over its rivals.

2.3.3 Brand Loyalty and Marketing Performance

Brand loyalty represents a favourable attitude towards a brand resulting in consistent purchases over time (Keller, 1993). It is a result of consumers learning that only a particular brand can satisfy their needs. A behavioural approach (which measures consumer purchase sequences and proportions) and a cognitive approach (attitudinal) are commonly used to study brand loyalty. In business, a brand with higher consumer loyalty faces less competitive switching in the market place thereby increasing sales and profitability. Thus, a firm building high brand equity can gain competitive advantage, increase its market share, sales growth and profitability over competitors, leading to superior Marketing Performance. Loyalty implies a commitment to a brand that may not be reflected by just measuring continuous behaviour. A customer may buy a particular brand due its price being the lowest on the market. And when a lower priced one comes up in the market, may switch to that other one. Hence, according to Assael (1992, Pp.87-9) as cited in Tuominen (1999), continuous purchasing of a product does not always reflect reinforcement or

loyalty of a consumer. Brand loyalty is often characterized by a favourable attitude towards a brand and repeated purchases of the same brand over time (Urde, 1994). Hence, companies have to consider the idea of winning customers' loyalty in order to build a relationship with them. This therefore calls for a strong need to take into account consumer buyer behaviour in view of repeat purchases and attitudes towards different products when studying long term consumer loyalty.

2.4 Summary of Literature Review

This chapter identified the relationship between brand equity and Marketing Performance from academic literature by examining the contribution of each chosen brand equity dimension to the Marketing Performance of Uganda Breweries Limited (UBL). It is imperative to know how much equity a brand commands in the market as building strong brand equity is a very successful strategy for differentiating a product or service from its competitors, thereby enabling the company attain improved Marketing Performance in view of sales, profits and market share (Aaker, 1991; Aaker, 1992; Aaker, 1996). Basing on available literature, it was noted by many authors that awareness is paramount to lead to associations and consumer loyalty. Therefore, much as many of these authors postulate that all three chosen dimensions of the study are closely related to eventual Marketing Performance of any firm in their own right, a few others believe loyalty is the key to better company Marketing Performance. Although brand equity and brand loyalty for that matter cannot be built in short term, it can be built in long term through carefully designed brand equity strategies. Hence, much as the importance of brand equity on Marketing Performance should not be taken lightly, the researcher felt there were some gaps in available literature that needed to be addressed from carrying out this study.

CHAPTER THREE

METHODOLOGY

3.1 Introduction

This chapter covered the research methods that were used by the researcher in answering the research problem and the gathering of data to answer the research questions. This chapter included the research design used for carrying out the study, study population, determination of sample size, sampling techniques and procedures, data collection methods, data collection instruments used, validity and reliability tests, procedure of data collection, data analysis and measurements of variables.

3.2 Research Design

The researcher used both qualitative and quantitative approaches also known as the mixed methods approach so as to capture both numeric and non-numeric data from the respondents. This method was believed to be useful to exhausting the research questions.

The major research design for the study was a cross-sectional survey research design (quantitative). This method according to Amin (2005) is useful in gathering data from a sample of a population at a particular time by selecting samples to analyze and discover occurrences. According to Oso and Onen (2009), cross-sectional survey design provides numeric descriptions of some part of the population. It was useful in gathering information on preferences, attitudes, feelings, practices and concerns of a group of people on the above issues. The results could then be extrapolated to the entire population.

Correlation design was also used in the study for the qualitative side of the research. According to Oso and Onen (2009), this design is useful in the determination of whether or not, and to what extent an association does exist between two or more paired and quantifiable variables from the same group of subjects and then comparing how they vary. This particular case sought to determine the level of association between brand equity dimensions and Marketing Performance. This method was preferred due to its ability to provide rigorous and replicable procedure for understanding relationships.

3.3 Study population

The study population, according to Amin (2005) is the complete collection of all the elements of interest in a particular investigation. This particular study had two hundred and ninety five respondents in total and was carried out in part at the Uganda Breweries Limited headquarters at Luzira among the Company Brand manager (1), Brand managers (3), Sales manager (1) while outside the company, among wholesalers and distributors (10), retail outlets (20), bars (10) and among consumers (250). The researcher believed these would provide suitable insight into the company operations centered on the research topic.

3.4 Determination of the sample size

The researcher chose different categories for each group of the study population of two hundred and ninety five respondents. The study sample consisted of one hundred and ninety six respondents. The sample size was arrived at using the predetermined table for determining sample size by Krejcie and Morgan (1970) as cited in Amin (2005).

Table 1: Accessible Population and sample size for the study

NO	POPN Category	TTL Population	Sample Size	Sampling Method
1.	Company Brand Manager	1	1	Purposive
2.	Department Heads			
	i. Brand Managers	3	3	Purposive
	ii. Sales Manager	1	1	Purposive
3.	Distributors/wholesalers	10	10	Convenience
4.	Retail outlets	20	19	Convenience
5.	Bar owners	10	10	Convenience
6.	Consumers	250	152	Stratified
.	TOTAL	295	196	

Source: Developed and modified by researcher from Krejcie and Morgan (1970) as cited in Amin (2005).

The above table shows the total study population by category, the applied sample sizes and the sampling methods used for each category of respondents.

3.5 Sampling Techniques and procedures

Sampling was done so as to secure a representative group which would enable the researcher gain information about the population. The researcher used both probability sampling and non-

probability sampling methods. The probability sampling method used stratified random sampling to collect quantitative data from the consumer respondents while the non-probability sampling method used the convenience and purposive sampling to collect qualitative data from the other categories of respondents, that is to say the brand managers, sales managers, bar owners, retail outlets and wholesalers or distributors. These were used as follows;

3.5.1 Stratified random sampling

This probability method identified sub groups in the population and their proportions, and selected from each sub group to form a sample. Criteria based on age, gender, working backgrounds and education levels were used so as to gain a representative and less biased sample of the entire population (Mugenda and Mugenda, 1999). This method was used on the consumer respondents and preferred largely due to its ability to work well in a largely heterogeneous population and a 95% level of certainty that characteristics of the data collected represented the characteristics of the total population.

3.5.2 Convenience Sampling

Under this non-probability method, according to Amin (2005) and Mugenda & Mugenda (1999), the researcher selected units that were conveniently located and easy to reach. Oso and Onen (2009) view it as a method that selects respondents on the basis of their availability at the time of collection. This method was used for the bars, retail outlets and wholesalers or distributors and largely preferred due to its time-saving nature and ability to collect a lot of information within a short period.

3.5.3 Purposive Sampling

For this type of non-probability method, the researcher collected information from key informants who included the Company Brand manager, Company Sales manager and three other Brand managers. The researcher believed they could give relevant and focused information within a short time on the key aspects of the research.

3.6 Data collection methods

3.6.1 Key Informant Interviews

This is a primary data collection method that involved verbal communication between the respondents and the researcher. These took the form of structured questions that were formulated by the researcher to gain relevant information from the key informants on the topic. These were carried out on the spot to avoid time wasting.

3.6.2 Questionnaire Surveys

According to Oso and Onen (2009), these are a collection of items (questions) related to the topic to which a respondent is expected to react, in writing. These were useful to collect quantitative information, over a short period of time. These were preferred among the literate population and where the information needed could be described in writing. These were used on the consumer respondents. In this method, the questionnaires were dropped off by the researcher at selected points and collected after a week and through the use of a trained data collector that the researcher hand-picked to assist him move the questionnaires around.

3.6.3 Documentary Analysis

This is a secondary data collection method that involved critical examination of both privately or public recorded information related to the topic under investigation. This method was preferred in that it enabled the researcher to make investigation in his own time and did not require involvement of respondents. It simply used already collected and compiled information while not interrupting any company operations. It was useful in the collection of the study literature review and in other information from the company documents that would guide the study.

3.7 Data collection instruments

3.7.1 Key Informant Interview Guides

These were used for the key informants namely the Company Brand manager, (other) Brand managers, Company Sales manager, distributors or wholesalers, retail outlet owners and bar owners or managers. These were open-ended in nature so as to gain as much available primary data as possible on the key areas of the research.

3.7.2 Self-Administered Questionnaires

These were closed ended in nature so as to limit and control the respondents' answers. This method was useful to the collecting of quantitative data from the consumers who were assumed to be literate. These were also used since there were many consumers to interview, hence a faster way to gain data on the topic. Their answers were rated on a likert scale from which data analysis was administered onto the collected answers so as to gain logical conclusions to the research. The questionnaires were dropped off at specific points of collection and picked up later. However, in the case of convenience sampling, the researcher could get some questionnaires

filled in on the spot by available consumers so as to save time. This method was preferable in gaining consumer feelings, perceptions, attitudes and beliefs towards UBL brands.

3.7.3 Documentary Review Checklists

These were used to gain documentary evidence on the company related to the study topic. The researcher employed a documentary review checklist from which to look for secondary data for the past four years for the company dating from 2008 to 2011 (see appendix 5).

3.8 Validity and Reliability

Validity and reliability are measures of quality control useful in ensuring acceptable levels of validity and reliability. According to Amin (2005), validity is useful in ensuring accuracy and acceptability of the data while reliability is concerned with the consistency of the instruments to yield similar results when the research is carried out by others. Kathuri & Pals (1993) as cited in Oso and Onen (2009), state that items with validity and reliability coefficients of atleast 0.70 or 70% and above are generally acceptable as valid and reliable in research.

3.8.1 Validity

Validity is the ability to produce findings that are in agreement with theoretical or conceptual values. For this study, validity was tested using the Content Validity Index (CVI) which involved the use of 5 experts in marketing and research to evaluate the relevance of each item on the questionnaire on a scale of relevant (4), quite relevant (3), somewhat relevant (2) and not relevant (1). Hence, the CVI for this study was calculated by;

CVI= Number of items declared as relevant by judges (5)

Total number of items in questionnaire

A CVI of above 0.70 or 70% is the recommended value for the instruments to be considered relevant (Amin, 2005). The overall CVI for the study was found to be 0.8 (see appendix 7) meaning that the items on the tool were asking relevant questions.

Pretesting of questionnaires to check on their construct validity on atleast five respondents who were excluded from the subsequent study was done by the researcher before rolling out more questionnaires into the field.

3.8.2 Reliability

According to Amin (2005), reliability is usually expressed numerically as a reliability coefficient, obtained using a correlation. A high reliability coefficient indicates high reliability. For this study, the Cronbach Alpha coefficient for correlation analysis was used to check on internal reliability of instruments as it is the most used and reliable method in this regard. The alpha values for each variable were measured and found to be above 0.70 or 70%, thereby considered reliable enough for the study.

In similar regard, to also check on the questionnaire rate of return, the researcher gave out ten more questionnaires so as to exceed the recommended 60% rate of return. However, once the required number of 152 was made, the extra ones were not considered. According to Oso and Onen (2009), for the research findings to be considered reliable enough, returned questionnaires should exceed 60% of the total number of questionnaires meant for the study. The table below shows the reliability coefficients for the study variables.

Table 2: Cronbach Alpha Reliability Coefficients for the Study variables

S/No	Variables	Cronbach's Alpha	No of Items
1	Brand awareness	0.853	8
2	Brand associations	0.796	9
3	Brand loyalty	0.784	8
4	Marketing Performance	0.739	5
	Average Reliability	0.793	30

The average reliability for the results was 0.793, which indicated great internal consistence of the responses on the tools used since all the items on the questionnaire measured above 0.70. Hence, the results of the reliability analysis meant that the items on the tool could be used to provide reliable answers to the study questions (Sekaran, 2003).

3.9 Procedure of Data collection

A letter of Introduction from the Department of Higher Degrees at Uganda Management Institute was addressed to the case-study company of the researcher (see appendix 8). Each questionnaire used by the researcher was pre-tested for both reliability and validity and an appropriate letter of introduction attached to it. These were used for only the consumer respondents. The researcher then purposively selected the Company Brand manager, three other Brand managers (chosen on the basis of the three most popular brands) and the Company Sales Manager. Interviews were used to obtained data from the above mentioned managers. For the bars, retail and wholesalers, the researcher used both convenience and purposive sampling to select the ones for study use and

carried out interviews as well on the proprietors of these establishments . After data collection, data was analyzed using SPSS; a report was written and submitted to UMI for review and defense.

3.10 Data Analysis

Analysis of quantitative data

The Statistical Package for Social Scientists (SPSS)-Version 16.0 was employed. Different statistical techniques under it were used namely: descriptive analysis, correlation analysis and regression analysis. The upper level of statistical significance for hypothesis testing was at 5% (0.05).

Simple descriptive statistics such as frequencies and percentages obtained from the information given in the questionnaires were computed to document the demographic information of the respondents. The mean and standard deviation were also used to document respondent's opinion on the dimensions under brand equity.

The Pearson Product-Moment Correlation analysis was also used to determine the nature of the relationships between the independent and dependent variables. According to Oso and Onen (2009), the method is useful to analyze data when measuring two or more scores between two or more variables that have been obtained from the same group of subjects.

Regression analysis was also used to determine the influence of the three Brand Equity dimensions on the Marketing Performance of UBL, that is to say the extent to which brand

equity affects variations in Marketing Performance. This was done by regressing each of the Brand Equity variables with Marketing Performance and the results were displayed as percentages.

Analysis of qualitative data

Qualitative data was analyzed using content analysis. Responses from key informants were grouped into recurrent themes. The major issues which emerged in relation to each guiding question were presented in the results, with selected direct quotations from participants offered as illustrations.

3.11 Measurements of variables

The researcher used both nominal and ordinal scales. The nominal scales were used on questionnaires to gather demographic information based on different stratifications in view of gender, marital status, age, education level and working background. These were used for the purpose of identification of consumer respondents and gaining background information on them while the ordinal scales were used for comparison of the variables. These used specified numbers in form of 1, 2, 3, 4 and 5 (five point continuum) useful in collecting data on the consumer respondent beliefs, attitudes or perceptions they hold towards the company products. The ordinal scale took the form of; 5=STRONGLY AGREE, 4=AGREE, 3=UNDECIDED, 2= DISAGREE and 1=STRONGLY DISAGREE. Both the nominal and ordinal scales measured discreet variables and only the specified numbers such as 1, 2, 3, 4 and 5 could occur (Amin, 2005).

CHAPTER FOUR

PRESENTATION, ANALYSIS AND INTERPRETATION OF FINDINGS

4.1 Introduction

In this chapter, the findings of the study are presented. It provides the sample characteristics, descriptive statistics and inferential analyses. Findings are presented in accordance with the objectives of the study as outlined below:

- i) To examine the relationship between brand awareness and Marketing Performance of Uganda Breweries Limited.
- ii) To find out the role brand associations play in enhancing Uganda Breweries Limited's Marketing Performance.
- iii) To assess the effect of brand loyalty on Marketing Performance of Uganda Breweries Limited.

4.2 Response Rate

According to Saunders, Lewis and Thornhill (2000), the most important aspect of a probability sample is that it represents the population and a perfect representative sample that exactly represents the population from which it was taken is drawn. Therefore as part of a process reporting results, a researcher requires two thirds (roughly 67%) of the targeted sample in order to go ahead with analysis of data obtained from the field. Response Rate is calculated as:-

Response Rate = Actual number of respondents

Targeted sample

For this particular study, the researcher was able to get a 100% response rate from the respondents.

Table 3: Response rate from the research study

NO	POPEN Category	TTL Population	Target sample	Actual Response	Percentage
1.	Brand Manager	1	1	1	100
2.	Department Heads				
	i. Brand Managers	3	3	3	100
	ii. Sales Manager.	1	1	1	100
3.	Distributors	10	10	10	100
4.	Retail outlets	20	19	19	100
5.	Bar owners	10	10	10	100
6.	Consumers	250	152	152	100
	TOTAL	295	196	196	100%

4.3 Distribution of respondents by Category

This section represents the distribution of respondents by category.

Table 4: Background Characteristics of Respondents

Characteristics	Category	Frequency	Percentage (%)
Age of the respondents	18-20	14	9.2
	21-30	86	56.6
	31-40	28	18.4
	Above 40	24	15.8
	Total	152	100.0%
Marital status	Married/cohabiting	50	32.9
	Unmarried	102	67.1
	Total	152	100.0%
Sex of the respondents	Male	78	51.3
	Female	74	48.7
	Total	152	100.0%
Education level	Primary level	1	0.7
	Ordinary level	6	3.9
	Advanced level	10	6.6
	Diploma level	22	14.5
	Degree level	97	63.8
	Other	16	10.5
	Total	152	100.0%
Nature of employment	Casual or contract employment	25	16.4
	Permanent employment	36	23.7
	Personal employment	51	33.6
	Unemployed	40	26.3
	Total	152	100.0%

Source: Primary Data

4.3.1 Distribution of Respondents by sex

According to Table 4 above, of all the respondents interviewed in the survey 78 (51.3%) were Male and 74 (48.7%) were Female. The results from the table show that the representation of both males and females in the study was closely similar in number which meant that there was more or less equal representation of respondents by sex.

4.3.2 Distribution of Respondents by marital status

In terms of marital status, it was shown that majority of the respondents, 102 (67.1%) were unmarried while 50 (32.9%) were either married or cohabiting. From the results, it can be seen that the majority of respondents interviewed were married.

4.3.3 Distribution of students by age

The findings in the table show that in terms of age, 14 (9.2%) were between 18-20 years of age, 86 (56.6%) of the respondents between 21-30 years of age, 28 (18.4%) were between 31-40 years of age and 24 (15.8%) were above 40 years of age. The results show that all the respondents were above 18 years of age which is the legal age for drinking in the country. This meant that no minors were considered for the study and opinions received could be relied upon. Responses were also seen to come from the different age groups that were considered for the study.

4.3.4 Distribution of students by Education level

Table 4 further shows that of all the respondents interviewed, 1 respondent was of primary level (0.7%), 6 respondents were of ordinary level (3.9%), 10 respondents were of advanced level (6.6%), the majority of respondents (63.5%) were degree holders and the remaining 16 (10.5%) were of other academic qualifications such as masters, postgraduate or PhD level. The results show that the biggest number of respondents were degree holders.

4.3.5 Distribution of respondents by employment background

Findings from Table 4 continue to reveal that 25 respondents (16.4%) were contractually or casually employed, 36 (23.7%) are permanently employed, 51 of the respondents (33.6%) employed themselves and 40 (26.3%) of the respondents were unemployed. From the results, the biggest number of respondents happened to be either casual or contract employees.

Hence from the above results, it can be seen that the study received diverse representation in all the categories that were formed by the researcher. It should be noted however that this information only served as background information and no further interpretations were made from it.

4.4 Brand Awareness and Marketing Performance

Table 5: Respondents’ opinion on brand awareness

	N	Minimum	Maximum	Mean	Std. Deviation
I am aware of atleast 3 UBL brands	152	1	5	4.21	1.040
UBL has clear advertising programmes	152	1	5	4.10	.919
UBL products are familiar to me	152	1	5	4.12	.969
I can easily distinguish UBL brands	152	1	5	3.97	1.057
I know what UBL brand logo looks like	152	1	5	3.69	1.164
I can identify atleast 3 UBL brands	152	1	5	4.14	1.112
UBL brands come first to mind	152	1	5	3.38	1.307
I can easily recall any UBL brands if asked	152	1	5	4.22	1.016

Source: Primary Data

The results in the table 5 indicate that the majority of respondents were aware of atleast three brands of UBL represented by a mean value of (4.2); Respondents also agreed to the claim that UBL has clear advertising programmes (mean value of 4.1), a pointer towards effective advertising by UBL. As one brand manager stated, *“We try our level best to keep our customers aware of all our products, both new and old”*; The table further indicated that at UBL, products are familiar to many consumers (mean value of 4.1) which stems out of clear and effective

advertising by UBL; The table went on to indicate that majority of the consumers could easily distinguish UBL brands shown by a mean value of (3.9), indicating clear brand recognition of individual UBL brands; The table also indicates that many beer consumers knew what the UBL brand logo looks like (mean value of 3.6). This may lead to brand recall among consumers, eventually leading to preference of UBL brands over rival brands; The table also reveals that UBL consumers could identify atleast three UBL brands (mean value of 4.1); Findings from the table also show that a majority of respondents were not sure as to whether UBL brands come first to mind (mean value of 3.3) implying that many respondents when asked of what beer comes to mind first, they could not readily confirm UBL brands as their first choice. Results continue to indicate that many beer consumers could easily recall UBL brands if asked (mean=4.2), a clear indication that UBL brand promotion and awareness strategies are effective enough to prompt easy remembrance over competitors. For further details on these results, please see Appendix 6.

4.4.1 Hypothesis One: Brand awareness and Marketing Performance

H₀: Brand awareness does not positively affect Marketing Performance of Uganda Breweries Limited.

H_a: Brand awareness positively affects Marketing Performance of Uganda Breweries Limited.

Table 6: Correlation Results for brand awareness and Marketing Performance

		UBL brand awareness	UBL Marketing Performance
Brand awareness	Pearson Correlation	1	.201*
	Sig. (2-tailed)		.013
	N	152	152
UBL Marketing Performance	Pearson Correlation	.201*	1
	Sig. (2-tailed)	.013	
	N	152	152

Correlation is significant at the 0.05 level (2-tailed).

Source: Primary Data

According to the table, there is a positive relationship between Brand Awareness and Marketing Performance ($r=0.201$, $p<0.05$) supporting hypothesis one that states “brand awareness positively affects Marketing Performance”. This suggests that a higher level of brand awareness among consumers leads to a higher level of Marketing Performance. Hence, Marketing Performance is highly attainable where high brand awareness exists. According to the table above, it was found out that brand awareness has a low positive relationship with marketing performance as explained by the small value of Pearson correlation of 0.201($r=0.201$, $p<0.05$). This implies that brand awareness has a small effect on Marketing Performance of UBL.

Table 7: Regression Results for brand awareness and Marketing Performance

(R Square=0.041, P value=0.013)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	.965	.434		2.222	.028
UBL brand awareness	.252	.100	.201	2.518	.013

a. Dependent Variable: UBL Marketing Performance

Source: Primary Data

The results of the above table indicate that the overall variance in Marketing Performance explained by brand awareness is 4.1%, implying that brand awareness affects Marketing Performance of UBL. The results of the above table indicates that there is a very low positive relationship between brand awareness and the marketing performance of UBL as shown by the very low value of $R=0.041$ at P value =0.013. The table furthermore indicated that a unit increase

in the brand awareness increases marketing performance by 0.252 units and at a constant brand awareness, marketing performance is held at 0.965 units. Brand awareness is positively related with Marketing Performance ($\beta=0.201$, $p<0.05$). This therefore implies that improved brand awareness at UBL leads to improved Marketing Performance.

4.5 Brand Associations and Marketing Performance

Table 8: Respondents' opinion on brand associations

	N	Minimum	Maximum	Mean	Std. Deviation
My attitude to UBL has always been positive	152	1	5	3.68	1.248
my attitude to UBL has always been negative	152	1	5	2.16	1.292
I would recommend UBL brands to others	151	1	5	3.81	1.048
I am proud to consume UBL brands	152	1	5	3.57	1.274
UBL brands make me feel good	152	1	5	3.55	1.184
UBL carries a good brand image	152	1	5	4.05	.836
I am aware of UBL is CSR programme	152	1	5	3.30	1.167
I believe UBL is contributing to society	152	1	5	3.93	.870
I believe UBL and the people who stand behind it are socially responsible	152	1	5	3.82	.931

Source: Primary Data

Table 8 indicates that majority of respondents agreed with the statement that their attitude towards UBL brands is always positive shown by a mean value of (3.6); on the other hand, they disagreed with the statement that their attitude towards UBL brands is always negative represented by a mean value of (2.1); Respondents agreed to the claim that they would recommend UBL brands to others (mean value of 3.8); respondents also agreed that they were proud to consume UBL brands (mean value of 3.5); Respondents further agreed that they felt good consuming UBL brands shown by a mean value of (3.5); It also emerged that UBL was seen to carry a good brand image shown by a mean value of (4.0). One respondent went ahead to state *“I have never heard any bad story about them if any”*; Respondents could neither agree nor disagree to the claim that they were aware of UBL CSR programmes (mean value of 3.3), a pointer towards limited awareness of UBL’s CSR activities. One of the respondents argued, *“I do not see them during City cleaning campaigns or other responsible causes”*; Respondents however agreed that they believed UBL was contributing to society (mean=3.9) and that they believed UBL and the people who stand behind it were socially responsible (mean value of 3.8). One respondent clearly articulated that *“I believe they are contributing, in that they pay their taxes and are creating employment to a number of people”*. For further details on these results, please see Appendix 6.

4.5.1 Hypothesis Two: Brand associations and Marketing Performance

H₀: Brand associations do not play a positive role on the Marketing Performance of Uganda Breweries Limited.

H_a: Brand associations play a positive role on the Marketing Performance of Uganda Breweries Limited.

Table 9: Correlation Results for brand associations and Marketing Performance

		UBL brand associations	UBL Marketing Performance
UBL brand associations	Pearson Correlation	1	.374**
	Sig. (2-tailed)		.000
	N	152	152
UBL Marketing Performance	Pearson Correlation	.374**	1
	Sig. (2-tailed)	.000	
	N	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

According to the table, there is a low positive relationship between brand associations and Marketing Performance as explained by the small value of Pearson correlation of ($r=0.374$, $p<0.05$). The result obtained supports hypothesis two that states “brand associations play a positive role on Marketing Performance”. This suggests that a higher level of brand associations leads to a higher level of Marketing Performance. Hence, Marketing Performance is highly attainable where high brand associations exist.

Table 10: Regression Results for brand associations and Marketing Performance

(R Square=0.140,P value=0.00)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	2.830	.178		15.870	.000
Brand associations	.366	.074	.374	4.941	.000

a. Dependent Variable: UBL Marketing Performance

The results of the regression table 10 above indicate that the overall variance in Marketing Performance explained by brand associations is 14%, implying that the customer associations to UBL brands influence Marketing Performance. Brand associations are positively related with

Marketing Performance ($\beta=0.374$, <0.05). This implies that higher levels of brand associations lead to higher levels of Marketing Performance. The results of the regression table indicate that there is a low positive relationship between brand associations and marketing performance as explained by the small value of $R=0.140$. Furthermore the results in the table 10 indicate that a unit increase in brand associations increase marketing performance by 0.366 units, and at constant brand associations, marketing performance is held at 2.83 units. This therefore implies that brand associations have a positive effect on the marketing performance of UBL and that higher levels in brand associations lead to higher levels of Marketing Performance.

4.6 Brand loyalty and Marketing Performance

Table 11: Respondents' opinion on brand loyalty

	N	Minimum	Maximum	Mean	Std. Deviation
I will only buy UBL brands	152	1	5	2.97	1.409
I will not change to other brands	152	1	5	2.61	1.313
UBL product brands are always available	152	1	5	4.29	.889
I regularly buy UBL brands	152	1	5	2.94	1.439
I consider myself loyal to UBL brands available	152	1	5	3.00	1.400
I will not buy other beer brands if UBL brands are available	152	1	5	2.94	1.406
UBL prices match product quality	152	1	5	3.71	1.065
I am willing to buy UBL brands even if they are priced higher	152	1	5	2.62	1.286

Source: Primary Data

Table 11 indicates that many respondents were not sure as to whether they would only buy UBL brands (mean value of 2.9), a pointer towards beer consumers' free-spiritedness. As one bar owner put it, *"Customers are funny, today they ask for UBL brands, tomorrow they ask for a*

rival brand. Beer customers are hard to comprehend". This implied that beer consumers were willing to try out other brands on the market; Respondents were also not sure as to whether they would not change to other beer brands as shown by a mean value of (2.6). This meant that many respondents could not make a firm commitment to staying on only UBL brands; Majority of the respondents further agreed that UBL products were always available as represented by a mean value of (4.2); Respondents also were not sure as to the claim that they regularly bought UBL brands shown by a mean value of (2.9); Respondents could neither agree nor disagree as to whether they considered themselves loyal to UBL brands (mean value of 3.0); Respondents were further not sure as to whether they would not buy other brands if UBL brands were available shown by a mean value of (2.9); However, the respondents agreed that UBL prices match product quality (mean value of 3.7); Respondents could not commit to buying UBL brands even if they were priced higher as shown by a mean value of (2.6). This was a pointer to low loyalty, as customers were not willing to buy their preferred UBL brands even at a higher price. For further details on these results, please see Appendix 6.

4.6.1 Hypothesis Three: Brand loyalty and Marketing Performance

H₀: Brand loyalty has no impact on the Marketing Performance of Uganda Breweries Limited.

H_a: Brand loyalty has a positive impact on the Marketing Performance of Uganda Breweries Limited

Table 12: Correlation Results for brand loyalty and Marketing Performance

		UBL brand loyalty	UBL Marketing Performance
UBL brand loyalty	Pearson Correlation	1	.319**
	Sig. (2-tailed)		.000
	N	152	152
UBL Marketing Performance	Pearson Correlation	.319**	1
	Sig. (2-tailed)	.000	
	N	152	152

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Primary Data

According to the table above, there is a positive relationship between brand loyalty and Marketing Performance as explained by the positive value of 0.319 ($r=0.319$, $p<0.05$) supporting hypothesis three that states “brand loyalty plays a positive role on Marketing Performance”. This suggests that a higher level of brand loyalty leads to a higher level of Marketing Performance. Hence, Marketing Performance is highly attainable where high brand loyalty exists. The table further revealed a low positive relationship between UBL brand loyalty and UBL marketing performance. However the positive value of the Pearson correlation value of 0.319 ($r=0.319$, $p<0.05$) supported hypothesis three that states “brand loyalty plays a positive role on Marketing Performance”. Hence, higher levels of brand loyalty lead to higher levels of Marketing Performance.

Table 13: Regression Results for brand loyalty and Marketing Performance

(R Square=0.102, P-value=0.000)

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	1.177	.229		5.138	.000
UBL brand loyalty	.289	.070	.319	4.124	.000

a. Dependent Variable: UBL Marketing Performance

Source: Primary Data

The results of the regression table above indicate a low positive relationship between brand loyalty and market performance as shown by a small positive R value of 0.102. This meant that a unit increase in brand loyalty increases market performance of UBL by 0.289 units. The table further revealed that if brand loyalty is held constant, marketing performance equates to 1.117 units. This meant that loyalty affects Marketing Performance by a small magnitude of 0.289 units, however it did not mean that brand loyalty should be undermined towards attaining

improved Marketing Performance for UBL. The results of the regression table therefore indicated in conclusion that the overall variance in Marketing Performance explained by brand loyalty is 10.2%, implying that loyalty of customers to UBL brands influences Marketing Performance. It was further revealed that Brand loyalty is positively related with Marketing Performance ($\beta=0.319$, <0.05). This implies that higher levels of brand loyalty lead to higher levels of Marketing Performance.

4.8 Marketing Performance

Table 14: Respondents' opinion on Marketing Performance

	N	Minimum	Maximum	Mean	Std. Deviation
UBL brand awareness programmes increase their sales	152	1	5	3.30	1.167
UBL has better marketing programmes over their rivals	152	1	5	3.97	1.057
UBL marketing programmes enhance their market share	152	1	5	4.02	1.038
UBL loyalty programmes have increased their profits	152	1	5	2.51	1.456
UBL prices are more competitive than for their rivals	152	1	5	2.31	2.021

Source: Primary Data

Results from the above table indicate that majority of respondents were not sure as to whether UBL brand awareness programmes increased the company sales shown by a mean value of (3.3). The results also go on to show that respondents agreed to the claim of UBL having better marketing programmes over their rivals (mean value of 3.9). The table further indicates that a

majority of respondents believe UBL marketing programmes enhance their market share (mean value of 4.0). The table goes on to show that respondents disagree that UBL loyalty programmes have increased the company's profits (mean value of 2.5), an indicator to poor loyalty strategies by the company. The table results further show that respondents disagree that "UBL prices are more competitive than for their rivals shown by a mean value of (2.3). This implies that the loyalty of UBL customers may be compromised by prices of their different products. Three respondents separately agreed to this finding by stating "*We don't understand why Tusker is more expensive, it tastes just the same as Bell Lager*". In the words of another respondent who was a wholesaler, she clearly states "*Our customers are price sensitive sometimes, especially on big days such as Christmas and any increase in price sends them to buying other cheaper rival company products*". For further details on these results, please see Appendix 6.

CHAPTER FIVE

SUMMARY, DISCUSSION, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

The study sought to find out the influence of brand awareness, brand associations and brand loyalty on the Marketing Performance of Uganda Breweries Limited. This chapter presents the Summary, Discussion of findings, Conclusions, Recommendations and Suggestions for further research.

5.2 Summary of Findings

5.2.1 Brand awareness and Marketing Performance

The study revealed that a majority of respondents were aware of atleast three brands of UBL. The Respondents agreed to the claim that UBL has clear advertising programmes, a pointer towards effective advertising by UBL. The study also revealed that UBL products were familiar to many consumers which stems out of clear and effective advertising by UBL; The study further revealed that many consumers could easily distinguish UBL brands indicating clear brand recognition of individual UBL brands. The study also showed that many beer consumers knew what the UBL brand logo looks like. This could lead to brand recall of UBL products among their consumers leading to their preference over rival brands; Furthermore, it was revealed that UBL consumers could identify atleast three UBL brands. Findings from the table also showed that a majority of respondents were not sure as to whether UBL brands come first to mind when asked to choose a beer. From the study, it was also found out that many beer consumers could easily recall UBL brands if asked, a clear indication that UBL brand promotion and awareness strategies are effective enough to prompt easy remembrance over competitors. Conclusively, the

study postulated a positive relationship between brand awareness and Marketing Performance for UBL, supported by the positive value correlation of 0.201. This implied that that as customers became more aware of the company brands, the company's Marketing Performance went higher in light of repetitive purchases made arising out of product familiarity. .

5.2.2 Brand associations and Marketing Performance

The study revealed that a majority of respondents held a more positive than negative attitude towards UBL and its products. The study also revealed that respondents agreed to the claim that they would recommend UBL brands to others. Respondents also agreed that they were proud to consume UBL brands. Respondents further agreed that they felt good consuming UBL brands whenever they had a chance to. It also emerged that UBL was seen to carry a good brand image, a major influence to their customers sticking to their products. However, it was found out that respondents were not fully aware of UBL CSR programmes, a pointer towards limited publicity of UBL's CSR activities. However, the study showed that many of the respondents agreed to the claim that UBL was contributing to society and further believed that UBL and the people who stand behind it were socially responsible. Conclusively, the study postulated a positive relationship between brand awareness and Marketing Performance for UBL, supported by the positive value correlation of 0.374. This implied that that as customers became and felt more associated with the company and its brands, the company's Marketing Performance was improved.

5.2.3 Brand loyalty and Marketing Performance

The study indicated that respondents were not sure as to whether they would only buy UBL brands. This meant that beer consumers were willing to try out other brands on the market. The study also revealed that respondents were also not sure as to whether they would not change to other beer brands. This meant that many respondents could not make a firm commitment to staying on only UBL brands. The study further showed that majority of the respondents agreed to the claim that UBL products were always available. Respondents were however not sure as to the claim that they regularly bought UBL brands. The study further revealed that respondents were not sure as to whether they considered themselves loyal to UBL brands. The study further showed that respondents were not sure as to whether they would not buy other brands even if UBL brands were available. And even though majority of respondents agreed that UBL prices matched product quality, they could not commit to buying UBL brands even if they were priced higher, a factor that was shown to compromise their loyalty. Conclusively, the study postulated a positive relationship between brand awareness and Marketing Performance for UBL, supported by the positive value correlation of 0.319. This implied that that the more customers became loyal to the company products, the company's Marketing Performance was seen to improve.

Overall, findings from the study pertaining to the chosen study dimensions showed that an increase in brand equity in view of brand awareness, brand associations and brand loyalty led to an improvement in UBL's Marketing Performance.

5.3 Discussion of Findings

5.3.1 Brand awareness and Marketing Performance

The study sought to examine the relationship between brand awareness and Marketing Performance. The study found out that UBL has been consistent in providing marketing communication (advertising) to their customers by way of radio, television, cinema and billboard advertising in an effort to keep their customers informed of all their product offerings, developments and activities. From the study findings, Brand awareness and Marketing Performance were found to have a positive relationship. This suggested that an increase in brand awareness would lead to corresponding improvements in Marketing Performance at UBL.

This view is supported by a number of scholars. Aaker (1991), Keller (2003), Shimp (2010) and Baldauf et al. (2003) concur that brand awareness is made up of two levels namely brand recognition and brand recall that best measure a customer's ability to identify and name a brand in a product class respectively. They go on to argue that a brand has no equity unless the consumer is at least aware of the brand in view of brand recall and brand recognition. Together, these form familiarity in consumers' minds, which results into a positive effect on sales and profitability for a firm, as consumers are normally inclined to the familiar or only products they are aware of. Hence, the study findings were consistent with findings from previous studies that demonstrated the need for brand awareness if Marketing Performance is to exist.

5.3.2 Brand associations and Marketing Performance

The study sought to find out the role brand associations play in enhancing UBL's Marketing Performance. A number of important findings emerged from the study. However, the most important findings were that respondents' attitude towards UBL in most cases was usually more positive than negative and many of the respondents were in agreement that the company carried

a good brand image. However, the company's Corporate Social Responsibility (CSR) programmes were found not to be so known to the respondents, which was wanting considering that CSR is one of the strongest influences to generating strong customer associations to the company. It was also found out during the study that much as UBL engages in CSR drives such as tree-planting, water provision to disadvantaged communities, responsible drinking and driving campaigns and provision of reflective jackets to boda-boda riders among many others, many of the respondents were not aware of these programmes. This only meant that the company needed to carry out stronger publicity for these campaigns to inform the public of their existence as well as carry out programmes that could resonate better to the societal needs. However, in related regard, UBL was seen to be contributing to society by the respondents. The respondents further agreed that UBL and the people who stand behind it are socially responsible. Conclusively, UBL brand associations were found to play a positive role to enhancing UBL's brand associations.

The findings above were highly in agreement with some earlier scholar's findings; Aaker (1991; Aaker, 1992; Aaker, 1996; Aaker, 2002) defines brand associations as any mental linkages to the brand, that may include product attributes, uses, life-styles, product classes, countries of origin and competitors. According to him, the associations' dimension of brand equity involves images and customer attitudes unique to a product class or brand. He emphasizes that brand equity is supported in great part by the associations that consumers make with a brand. These could be the brand images, a celebrity personality endorsing the brand, product attributes or the organizational associations that are best enhanced through a strong Corporate Social Responsibility (CSR) culture and marketing communications such as advertising and public relations. Aaker in his argument goes on to suggest that brand associations could provide value

to the consumers by providing a reason for them to buy the brand through creating a positive attitude in their minds. In this regard, he asserts that brand awareness must always precede brand associations. Blumenthal and Bergstrom (2003) as cited in Chieng (2011) and Keller (1993) support Aaker's views by arguing that CSR activities and other events meant to boost the company's profile are important drivers to developing brands as the community views it as a way of giving back to them and an expression of the company's responsible behaviour. In this way, associations are the most accepted aspect of brand equity and are seen to represent the basis for purchase decision and brand loyalty. However, respondents' limited awareness of the company's CSR programmes, underscored the need to improve the company's brand associations especially through increased and publicized CSR drives.

5.3.3 Brand loyalty and Marketing Performance

The study set out to assess the effect of brand loyalty on Marketing Performance. Brand loyalty and Marketing Performance were found to have a positive relationship. This suggested that an improvement in brand loyalty strategies will lead to corresponding improvements in Marketing Performance at UBL. This implies that UBL Marketing Performance is improved where there is increased brand loyalty.

This study findings supported earlier conclusions by Aaker (1991, p.39) who mentions brand loyalty as a core dimension of brand equity. He views it as the attachment that a customer has to a brand. Keller (1998) similarly views it as a commitment to re-buy the brand as a primary choice. According to Keller, there are two levels of loyalty namely behavioural loyalty (measured by the number of repeat purchases) and cognitive loyalty (whether a brand comes up

first in a consumer's mind, when need to make a purchase decision arises). Cognitive loyalty is highly linked to a high level of awareness (top-of-mind), where the matter of interest, is also in the brand, in a given category, which the consumers recall first. According to Keller therefore, a brand should be able to become the respondents' first choice and be bought repeatedly (behavioural loyalty). On the other hand, scholars such as Chaudhuri and Holbrook (2001) relate brand loyalty to price. Aaker (1996) concurs with them by arguing that price premium is the basic indicator of loyalty. Price premium is simply defined as the highest amount a customer is willing to pay for that brand in comparison to other similar (probably cheaper) brands on the market. The study revealed that many customers were not willing to pay higher prices for their favourite UBL brands, an indicator of poor brand loyalty, considering that loyal customers should not be bothered about the product prices going higher. It is believed that brand loyalty is the path that leads to certain marketing advantages such as market share gains, sales growth and profit margins from charging price premiums and therefore a strong determinant of a company's Marketing Performance (Delgado-Ballaster and Munuera-Aleman, 2005). Hence, a weakness in the company's brand loyalty could undermine the company's Marketing Performance. In conclusion, Oliver (1999, p.34) views brand loyalty as a "deeply held commitment" that is continuously built over time, hence harder to manage compared to brand awareness and brand associations.

5.4 Conclusions

5.4.1 Brand awareness and Marketing Performance

Findings showed a positive relationship between brand awareness and Marketing Performance at UBL. Hence, this suggests that any increase in brand awareness at UBL leads to corresponding improvements in Marketing Performance.

5.4.2 Brand associations and Marketing Performance

The study showed a positive relationship between brand associations and Marketing Performance at UBL. Hence any increase in brand associations to UBL products leads to corresponding improvements in Marketing Performance.

5.4.3 Brand loyalty and Marketing Performance

Findings revealed a positive relationship between brand loyalty of customers and Marketing Performance at UBL. This meant that any increase in customer brand loyalty increased the company's Marketing Performance by guaranteeing customers' life-time value.

5.5 Recommendations

5.5.1 Brand awareness and Marketing Performance

With regard to brand awareness, the study identified that UBL's brand awareness made the least contribution to its marketing performance compared to the other brand equity dimensions namely brand associations and brand loyalty. This implied that awareness did not contribute much to the Marketing Performance of UBL but it did not mean that it was less important, considering that many respondents showed awareness of UBL brands. This was a serious problem to the company considering that the other two dimensions of brand associations and loyalty were highly reliant on awareness. This means that the company needs to strengthen its advertising and

brand promotion strategies so as to aid brand recognition and recall of their customers to their brands. This can be done through signage for all UBL dealerships, vehicles, employee dressing, billboards placed at strategic points and improved bottling designs for different brands to make them attractive yet easy to recognize.

5.5.2 Brand associations and Marketing Performance

It was identified from the study that much as UBL already has CSR programmes in motion such as tree planting drives, water provision for underprivileged communities and ‘responsible drinking and driving’ campaigns as well as providing boda-boda riders reflector jackets to avoid night accidents and these initiatives were beneficial, they were not publicized enough in the media. The majority of respondents also felt that these programmes were not relevant enough to their general needs. The study findings also revealed that brand associations had the highest contribution to UBL’s Marketing Performance. This meant that there is a strong need by the company to publicize these events much more and select initiatives that resonate to the greater societal needs such as study scholarships, medical research to mention among many others to increase brand associations towards improving UBL’s Marketing Performance. Research studies have shown that Corporate Social Responsibility programmes improve upon the image of the company and change attitudes of unwilling customers. This will provide the company greater value for its products and a reason for customers to buy their brands, giving them a higher Marketing Performance.

5.5.3 Brand loyalty and Marketing Performance

With regard to brand loyalty, the study identified that many respondents were not willing to stay loyal to only UBL brands and that they believed that much as the prices were commensurate to the quality, they were unaffordable to them. In view of this, for loyalty to UBL brands to be strengthened, it is recommended that there is a strong need by the company to provide timely, accurate and reliable information to customers on all their products especially in terms of price changes, ensure constant availability of the products at all the distribution points, continuous improvement of and addition to product variety, improvements in packaging (bottles should be clearly marked and attractively designed) and consistency in advertising and promotional offers.

5.6 Contributions to the study

In addition to achieving the primary study objectives, this study has made a humble contribution to the body of knowledge in the field of marketing management in the brewery industry in Uganda. The first contribution of the study has been to throw more light with empirical evidence on the marketing value of brand equity in view of awareness, associations and loyalty on the Marketing Performance of UBL.

Secondly, the study has identified the weaknesses of brand equity under the chosen study dimensions and made relevant managerial and policy recommendations.

5.7 Limitations of the study

The study investigates brand equity dimensions of awareness, associations and loyalty and their effect on Marketing Performance using the cross-sectional survey method and correlation design methods. Other research designs such as the case-study design were not employed for this

particular study. The researcher wonders if the results using the other mentioned research designs would yield similar results. This implies that the researcher could not establish whether the results were conclusive even from other research designs.

Brand Equity has other dimensions in the name of perceived quality and other proprietary assets (such as trademarks and patents, distribution leverage) that were not considered but also have an effect on Marketing Performance. The researcher therefore believes that much as the study has brought up very good theoretical knowledge on the considered brand equity dimensions, due to the exclusion of the other two, the researcher will never know what contribution they could have had on this particular study.

5.8 Areas for further research

The research reported on here has not delved into the possible contributions of perceived brand quality and other proprietary assets such as patents and distribution costs and leverage, customer income levels and managerial decisions on the Marketing Performance of Brewery companies. The researcher believes these are also fertile areas for future research.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE (FOR CONSUMER RESPONDENTS)

Instructions/ Remarks

My name is Kenneth Kereere. I am currently a student at Uganda Management Institute (UMI) pursuing a Masters Degree in Management Studies, specializing in Marketing Management.

I am doing a research study on the relationship between Brand Equity and Marketing Performance of Beer companies. My centre of research is Uganda Breweries Limited (UBL). This questionnaire is intended for academic purpose only and not for any other use.

I would therefore like to assure you of utmost confidentiality. The answers you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

SECTION A: BACKGROUND INFORMATION (Please tick appropriately)

(a) **Gender** 1.Male 2.Female

(b) **Marital status** 1.Married 2. Unmarried

(c) **Age**

1. 18-20 years`

2. 21-30 years

3. 31-40 years

4. Above 40 years

(d) Education level

1. Primary level

2. Ordinary level

3. Advanced level

4. Diploma level

5. Degree level

6. Any other (specify).....

(e) Working Background

1. Casual employment or contract employment

2. Permanent employment

3. Personal Business

4. Unemployed

SECTION B: Please tick what best describes you or your situation, that is to say 5-Strongly Agree, 4-Agree, 3-Not sure, 2 – Disagree, 1 – Strongly Disagree.

BRAND AWARENESS

Brand Recognition

Question		5	4	3	2	1
1.	I am aware of atleast 3 UBL brands	5	4	3	2	1
2.	UBL has clear advertising programmes	5	4	3	2	1
3.	UBL products are familiar to me	5	4	3	2	1
4.	I can easily distinguish UBL brands	5	4	3	2	1
5.	I know what UBL brand logo looks like	5	4	3	2	1
Brand Recall						
6.	I can identify atleast 3 UBL brands	5	4	3	2	1
7.	UBL brands come first to mind	5	4	3	2	1
8.	I can easily recall any UBL brands if asked	5	4	3	2	1

SECTION C: Please tick what best describes you or your situation, that is to say 5-Strongly Agree, 4-Agree, 3-Not sure, 2 – Disagree, 1 – Strongly Disagree.

BRAND ASSOCIATIONS

Brand Attitudes

Question		5	4	3	2	1
1.	My attitude to UBL has always been positive	5	4	3	2	1
2.	My attitude to UBL has always been negative	5	4	3	2	1
3.	I would recommend UBL brands to others	5	4	3	2	1
4.	I am proud to consume UBL brands	5	4	3	2	1
5.	UBL brands make me feel good	5	4	3	2	1
Brand Images						
6.	UBL carries a good brand image	5	4	3	2	1
7.	I am aware of UBL CSR programmes	5	4	3	2	1
8.	I believe UBL is contributing to society	5	4	3	2	1
9.	I believe UBL and the people who stand behind it are socially responsible	5	4	3	2	1

*CSR-Corporate Social Responsibility

SECTION D: Please tick what best describes you or your situation, that is to say 5-Strongly Agree, 4-Agree, 3-Not sure, 2 – Disagree, 1 – Strongly Disagree.

BRAND LOYALTY

Repeat Purchases

Question		5	4	3	2	1
1.	I will only buy UBL brands	5	4	3	2	1
2.	I will not change to other brands	5	4	3	2	1
3.	UBL product brands are always available	5	4	3	2	1
4.	I regularly buy UBL brands	5	4	3	2	1
5.	I consider myself loyal to UBL brands	5	4	3	2	1
6.	I will not buy other beer brands if UBL brands are available	5	4	3	2	1
Price premium						
7.	UBL prices match product quality	5	4	3	2	1
8.	I am willing to buy UBL brands even if they are priced higher	5	4	3	2	1

SECTION E: Please tick what best describes you or your situation, that is to say 5-Strongly Agree, 4-Agree, 3-Not sure, 2 – Disagree, 1 – Strongly Disagree.

MARKETING PERFORMANCE

Question		5	4	3	2	1
1.	UBL brand awareness programmes increase their sales	5	4	3	2	1
2.	UBL has better marketing programmes over their rivals	5	4	3	2	1
3.	UBL marketing programmes enhance their market share	5	4	3	2	1
4.	UBL loyalty programmes have increased their profits	5	4	3	2	1
5.	UBL prices are more competitive than for their rivals	5	4	3	2	1

**APPENDIX 2: INTERVIEW GUIDE (BRAND MANAGERS & COMPANY SALES
MANAGER)**

Introductory Remarks

My name is Kenneth Kereere. I am currently a student at Uganda Management Institute (UMI) pursuing a Masters Degree in Management Studies, specializing in Marketing Management.

I am doing a research on the relationship between Brand Equity and Marketing Performance of Beer companies. My centre of research is Uganda Breweries Limited (UBL). This questionnaire is intended for academic purpose only and not for any other use.

I would therefore like to assure you of utmost confidentiality. The answers you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

Name of respondent:.....

Title of Respondent:

SECTION A: BRAND AWARENESS

Brand Recall

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

2. How has UBL differentiated their brand awareness from their competitors?

3. How does UBL maintain strong brand recognition and recall among their consumers for their brands?

Other Questions

4. How does your company set departmental goals?
5. How do you think your company has fared over their competitors in the last four years in terms of brand awareness, brand associations and brand loyalty?

SECTION B: BRAND ASSOCIATIONS

Brand Image

1. How has the company maintained a strong brand image?
2. What activities of CSR is the company engaged in to build and maintain a strong public image?
3. To what extent have CSR activities enhanced the company's sales, profits and market share?

Brand attitudes

4. What brand attitude building strategies is the company enforcing to gain associations with their customers?

SECTION C: BRAND LOYALTY

Repeat Purchases

1. What strategies is the company putting in place to foster strong brand loyalty among their consumers and sellers?

Price premium

2. How has the company been able to create premium pricing against their competitors while maintaining profitability, sales and market share?

SECTION D: MARKETING PERFORMANCE

Sales Volume

1. How has brand awareness, associations and customer loyalty affected overall sales volumes?
2. Which areas does the company hope to improve upon in the above areas to increase sales?

Market share

1. How has brand awareness, associations and customer loyalty affected UBL's market share?
2. Which areas does the company hope to improve upon in the above areas to regain lost market share?

Profitability

1. How has brand awareness, associations and customer loyalty affected UBL's profitability?
2. Which areas does the company hope to improve upon in the above areas to increase profitability?

APPENDIX 3: INTERVIEW GUIDE (FOR BAR OWNERS AND RETAIL OUTLETS)

Introductory Remarks

My name is Kenneth Kereere. I am currently a student at Uganda Management Institute (UMI) pursuing a Masters Degree in Management Studies, specializing in Marketing Management.

I am doing a research on the relationship between Brand Equity and Marketing Performance of Beer companies. My centre of research is Uganda Breweries Limited (UBL). This questionnaire is intended for academic purpose only and not for any other use.

I would therefore like to assure you of utmost confidentiality. The answers you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

Name of Respondent:.....

Title of Respondent:

SECTION A: BRAND AWARENESS

1. What strategies do you have in place to increase brand awareness for UBL brands in your establishment?
2. How has UBL brand awareness affected your sales?
3. How has UBL brand awareness affected your profitability?

SECTION B: BRAND ASSOCIATIONS

1. What images do customers of your establishment have of UBL brands?
2. What attitudes do your customers have of UBL brands over competing brands?

SECTION C: BRAND LOYALTY

1. What brand loyalty strategies do you have in place to maintain customer loyalty?
2. How regularly do customers buy UBL brands over competing brands at your establishment?

SECTION D: MARKETING PERFORMANCE

1. How has brand awareness, associations and loyalty affected your sales volumes?
2. Which areas do you think the company needs to improve upon?

APPENDIX 4: INTERVIEW GUIDE (WHOLESALERS&DISTRIBUTORS)

Introductory Remarks

My name is Kenneth Kereere. I am currently a student at Uganda Management Institute (UMI) pursuing a Masters Degree in Management Studies, specializing in Marketing Management.

I am doing a research on the relationship between Brand Equity and Marketing Performance for Beer companies. My centre of research is Uganda Breweries Limited (UBL). This questionnaire is intended for academic purpose only and not for any other use.

I would therefore like to assure you of utmost confidentiality. The answers you give will not in any way be used against you.

Please take a few minutes to answer the questions below.

Thank you in advance.

Name of respondent:.....

Title of Respondent:

SECTION A: BRAND AWARENESS

1. How have UBL brand awareness programmes affected your sales?
2. How have UBL brand awareness programmes affected your profits?

SECTION B: BRAND ASSOCIATIONS

1. What are your customers' attitudes towards UBL brands?
2. What image do your customers hold of UBL brands?

SECTION C: BRAND LOYALTY

1. How often do customers buy UBL brands from you?
2. Are your customers willing to pay higher prices for UBL brands?

SECTION D: MARKETING PERFORMANCE

1. How has brand awareness, brand associations and brand loyalty enhanced your business Marketing Performance?
2. Which areas do you think the company needs to improve upon in the above areas to increase profitability and sales?

APPENDIX 5: DOCUMENTARY REVIEW CHECKLIST

- UBL Quarterly Reports (Sales)
- Management Reports (Company Branding and Marketing Strategies)
- UBL Financial Statements (Profit and Loss Accounts) of 2008-2011.

**APPENDIX 6: RESULTS OF DATA ANALYSIS ON CONSUMER
OPINIONS**

AWARENESS					
I AM AWARE OF ATLEAST 3 UBL BRANDS					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	2.0	2.0	2.0
	Disagree	12	7.9	7.9	9.9
	not sure	15	9.9	9.9	19.7
	Agree	42	27.6	27.6	47.4
	strongly agreed	80	52.6	52.6	100.0
	Total	152	100.0	100.0	

UBL HAS CLEAR ADVERTISING PROGRAMMES					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.3	1.3	1.3
	Disagree	11	7.2	7.2	8.6
	not sure	12	7.9	7.9	16.4
	agree	72	47.4	47.4	63.8
	strongly agree	55	36.2	36.2	100.0
	Total	152	100.0	100.0	

UBL PRODUCTS ARE FAMILIAR TO ME					
		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	2.0	2.0	2.0
	disagree	12	7.9	7.9	9.9
	not sure	9	5.9	5.9	15.8
	agree	68	44.7	44.7	60.5
	strongly agree	60	39.5	39.5	100.0
	Total	152	100.0	100.0	

I CAN EASILY DISTINGUISH UBL BRANDS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.6	2.6	2.6
	disagree	15	9.9	9.9	12.5
	not sure	18	11.8	11.8	24.3
	agree	60	39.5	39.5	63.8
	strongly agree	55	36.2	36.2	100.0
	Total	152	100.0	100.0	

I KNOW WHAT UBL BRAND LOGO LOOKS LIKE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	5	3.3	3.3	3.3
	disagree	24	15.8	15.8	19.1
	not sure	31	20.4	20.4	39.5
	agree	45	29.6	29.6	69.1
	strongly agree	47	30.9	30.9	100.0
	Total	152	100.0	100.0	

I CAN IDENTIFY AT LEAST 3 UBL BRANDS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.9	3.9	3.9
	disagree	13	8.6	8.6	12.5
	not sure	9	5.9	5.9	18.4
	agree	49	32.2	32.2	50.7
	strongly agree	75	49.3	49.3	100.0
	Total	152	100.0	100.0	

UBL BRANDS COME FIRST TO MIND

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	14	9.2	9.2	9.2
	disagree	32	21.1	21.1	30.3
	not sure	25	16.4	16.4	46.7
	agree	44	28.9	28.9	75.7
	strongly agree	37	24.3	24.3	100.0
	Total	152	100.0	100.0	

I CAN EASILY RECALL ANY UBL BRANDS IF ASKED

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.6	2.6	2.6
	disagree	10	6.6	6.6	9.2
	not sure	11	7.2	7.2	16.4
	agree	51	33.6	33.6	50.0
	strongly agree	76	50.0	50.0	100.0
	Total	152	100.0	100.0	

BRAND ASSOCIATIONS

MY ATTITUDE TO UBL HAS ALWAYS BEEN POSITIVE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	15	9.9	9.9	9.9
	disagree	15	9.9	9.9	19.7
	not sure	15	9.9	9.9	29.6
	agree	66	43.4	43.4	73.0
	strongly agree	41	27.0	27.0	100.0
	Total	152	100.0	100.0	

MY ATTITUDE TO UBL HAS ALWAYS BEEN NEGATIVE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	63	41.4	41.4	41.4
	disagree	43	28.3	28.3	69.7
	not sure	17	11.2	11.2	80.9
	agree	17	11.2	11.2	92.1
	strongly agree	12	7.9	7.9	100.0
	Total	152	100.0	100.0	

I WOULD RECOMMEND UBL BRANDS TO OTHERS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	6	3.9	3.9	3.9
	disagree	16	10.5	10.5	14.4
	not sure	15	9.9	9.9	24.3
	agree	77	50.7	51.0	75.0
	strongly agree	38	25.0	25.0	100.0
	Total	152	99.3	100.0	
Total		152	100.0		

I AM PROUD TO CONSUME UBL BRANDS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	16	10.5	10.5	10.5
	disagree	18	11.8	11.8	22.3
	not sure	19	12.5	12.5	34.8
	agree	61	40.1	40.1	74.9
	strongly agree	38	25.1	25.1	100.0
	Total	152	100.0	100.0	

UBL BRANDS MAKE ME FEEL GOOD

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	10	6.6	6.6	6.6
	disagree	27	17.8	17.8	24.4
	not sure	15	9.9	9.9	34.3
	agree	70	46.1	46.1	80.4
	strongly agree	30	19.6	19.6	100.0
	Total	152	100.0	100.0	

UBL CARRIES A GOOD BRAND IMAGE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	1	.7	.7	.7
	disagree	7	4.6	4.6	5.3
	not sure	22	14.5	14.5	19.7
	agree	75	49.3	49.3	69.1
	strongly agree	47	30.9	30.9	100.0
	Total	152	100.0	100.0	

I AM AWARE OF UBL'S CSR PROGRAMMES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	11	7.2	7.2	7.2
	disagree	30	19.7	19.7	27.0
	not sure	38	25.0	25.0	52.0
	agree	49	32.2	32.2	84.2
	strongly agree	24	15.8	15.8	100.0
	Total	152	100.0	100.0	

I BELIEVE UBL IS CONTRIBUTING TO SOCIETY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	disagree	12	7.9	7.9	7.9
	not sure	27	17.8	17.8	25.7
	agree	73	48.0	48.0	73.7
	strongly agree	40	26.3	26.3	100.0
	Total	152	100.0	100.0	

I BELIEVE UBL AND THE PEOPLE WHO STAND BEHIND IT ARE SOCIALLY RESPONSIBLE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	2	1.3	1.3	1.3
	disagree	12	7.9	7.9	9.2
	not sure	34	22.4	22.4	31.6
	agree	68	44.7	44.7	76.3
	strongly agree	36	23.7	23.7	100.0
	Total	152	100.0	100.0	

BRAND LOYALTY

I WILL ONLY BUY UBL BRANDS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	26	17.1	17.1	17.1
	disagree	43	28.3	28.3	45.4
	not sure	23	15.1	15.1	60.5
	agree	29	19.1	19.1	79.6
	strongly agree	31	20.4	20.4	100.0
	Total	152	100.0	100.0	

I WILL NOT CHANGE TO OTHER BRANDS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	34	22.4	22.4	22.4
	disagree	52	34.2	34.2	56.6
	not sure	24	15.8	15.8	72.4
	agree	24	15.8	15.8	88.2
	strongly agree	18	11.8	11.8	100.0
	Total	152	100.0	100.0	

UBL PRODUCT BRANDS ARE ALWAYS AVAILABLE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	3	2.0	2.0	2.0
	disagree	6	3.9	3.9	5.9
	not sure	8	5.3	5.3	11.2
	agree	62	40.8	40.8	52.0
	strongly agree	73	48.0	48.0	100.0
	Total	152	100.0	100.0	

I REGULARLY BUY UBL BRANDS

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	26	17.1	17.1	17.1
disagree	54	35.5	35.5	52.6
not sure	4	2.6	2.6	55.3
agree	39	25.7	25.7	80.9
strongly agree	29	19.1	19.1	100.0
Total	152	100.0	100.0	

I CONSIDER MYSELF LOYAL TO UBL BRANDS AVAILABLE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	27	17.8	17.8	17.8
disagree	41	27.0	27.0	44.7
not sure	15	9.9	9.9	54.6
agree	43	28.3	28.3	82.9
strongly agree	26	17.1	17.1	100.0
Total	152	100.0	100.0	

I WILL NOT BUY OTHER BEER BRANDS IF UBL BRANDS ARE AVAILABLE

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid strongly disagree	27	17.8	17.8	17.8
disagree	45	29.6	29.6	47.4
not sure	18	11.8	11.8	59.2
agree	34	22.4	22.4	81.6
strongly agree	28	18.4	18.4	100.0
Total	152	100.0	100.0	

UBL PRICES MATCH PRODUCT QUALITY

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	4	2.6	2.6	2.6
	disagree	21	13.8	13.8	16.4
	not sure	27	17.8	17.8	34.2
	agree	63	41.4	41.4	75.7
	strongly agree	37	24.3	24.3	100.0
	Total	152	100.0	100.0	

I AM WILLING TO BUY UBL BRANDS EVEN IF THEY ARE PRICED HIGHER

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	36	23.7	23.7	23.7
	disagree	44	28.9	28.9	52.6
	not sure	25	16.4	16.4	69.1
	agree	35	23.0	23.0	92.1
	strongly agree	12	7.9	7.9	100.0
	Total	152	100.0	100.0	

MARKETING PERFORMANCE

UBL BRAND AWARENESS PROGRAMMES INCREASE THEIR SALES

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	18	11.8	11.8	11.8
	disagree	36	23.7	23.7	35.5
	not sure	13	8.6	8.6	44.1
	agree	53	34.9	34.9	79.0
	strongly agree	32	21.0	21.0	100.0
	Total	152	100.0	100.0	

UBL HAS BETTER MARKETING PROGRAMMES OVER THEIR RIVALS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	9	5.9	5.9	5.9
	disagree	22	14.5	14.5	20.4
	not sure	10	6.6	6.6	27.0
	agree	34	22.4	22.4	59.4
	strongly agree	77	50.6	50.6	100.0
	Total	152	100.0	100.0	

UBL MARKETING PROGRAMMES ENHANCE THEIR MARKET SHARE

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	8	5.3	5.3	5.3
	disagree	14	9.2	9.2	14.5
	not sure	15	9.9	9.9	24.4
	agree	44	28.9	28.9	53.3
	strongly agree	71	46.7	46.7	100.0
	Total	152	100.0	100.0	

UBL LOYALTY PROGRAMMES HAVE INCREASED THEIR PROFITS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	55	36.2	36.2	36.2
	disagree	33	21.7	21.7	57.9
	not sure	12	7.9	7.9	65.8
	agree	35	23.0	23.0	88.8
	strongly agree	17	11.2	11.2	100.0
Total		152	100.0	100.0	

UBL PRICES ARE MORE COMPETITIVE THAN FOR THEIR RIVALS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	strongly disagree	54	35.5	35.5	35.5
	disagree	40	26.3	26.3	61.8
	not sure	25	16.4	16.4	78.2
	agree	25	16.4	16.4	94.6
	strongly agree	7	4.6	4.6	100.0
Total		152	100.0	100.0	

APPENDIX 7: COMPUTATION OF CONTENT VALIDITY INDEX (CVI)

$$\text{CVI} = \frac{\text{No of Item declared valid by the judges}}{\text{Total No of items on the questionnaire}}$$

Judge 1:

$$\text{CVI} = \frac{26}{30} = 0.8$$

Judge 2:

$$\text{CVI} = \frac{25}{30} = 0.8$$

Judge 3:

$$\text{CVI} = \frac{25}{30} = 0.8$$

$$\text{Judge 4} = \frac{26}{30} = 0.8$$

$$\text{CVI} = \frac{30}{30}$$

$$\text{Judge 5:} = \frac{24}{30} = 0.8$$

CVI

Therefore, Average of content validity index was:

$$\text{CVI} = \frac{4.0}{5} = 0.8$$

APPENDIX 9: SAMPLE SIZE TABLE

N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	256	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	186	1000	278	4500	354
35	32	150	108	360	191	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	100000	384

Source: R.V Krejcie and D.W. Morgan (1970), Determining Sample size for Research activities, Educational and Psychological Measurement, 30, 608, Sage Publications.