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FACULTY OF COMMERCE

DEPARTMENT OF MARKETING MANAGEMENT

THE EFFECTIVENESS OF REBRANDING ON CONSUMER PURCHASING DECISIONS. A CASE STUDY OF THE GRAIN MARKETING BOARD

BY

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DEDICATIONS

To my brother Frank, I love you.

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ABSTRACT

This study was meant to realise and uncover the effectiveness of rebranding on consumer purchasing decisions, with Grain Marketing Board as the case study. The objectives set aimed to assess the impact of the new package and logo of the products, to assess the perceptions of consumers towards new packages as well as to establish the factors that may hinder the success of rebranding. Relevant literature regarding the topic under study was researched and reviewed. This included scholarly articles, books and company records. Participants were drawn from the Grain Marketing Board top management, employees from the marketing, production and finance departments, as well as industrial customers and end users of the products. The total population size was 4 000 and from that population, a sample of 102 respondents was drawn. Simple random sampling and non-probability purposive sampling were used as the sampling techniques. Descriptive research and exploratory research designs were used to undertake the research. Questionnaires, observations and interviews were research instruments used for the research. As far as the research was concerned, it was found out that consumers did not feel the impact the rebranding exercise was supposed to have upon their purchasing decisions. It was then concluded that the rebranding exercise for the Grain Marketing Board had a negative impact on the purchasing decisions because no profit was realised from either the organisation or retail customers. This meant that no positive perception was attained. It is therefore suggested that the organisation adopts strategies like initiating research by involving customers in their decisions as well as to involve employees as they are regarded as the main stakeholders in the organisation.

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CHAPTER 1

GENERAL INTRODUCTION

1.0 Introduction

This chapter introduces the research problem. It focuses its attention on the background of the problem. This chapter forms the back-borne of the research itself as it states the statement of the problem, the research objectives and questions as well as the background of the study, which includes a brief history of the organisation. The significance of the study is discussed as well as the assumptions that were made when carrying out this work.

1.1 Background to the Problem

Godin (2007) defines rebranding as the change inflicted on the set of expectations, memories, stories and relationships that were once taken into account for a customer's decision to choose one product over the other. It is a marketing strategy in which a new name, term, symbol, design or combination thereof is created for an established brand with the intention of developing a new differentiated identity in the minds of consumers, investors and competitors. Consumer purchasing decisions, as defined by the American Marketing Association (AMA), is that process by which consumers identify their needs, collect information, evaluate alternatives and makes the decision to purchase. It is that series of choices made by a consumer prior to making a purchase that begins once the consumer has established a willingness to buy. These decisions are influenced by a lot of factors which are environmentally related, culturally biased, as well as group and social values.

Building and successfully managing a brand is considered a key driver of success in the business industry (Dev 2012). Therefore the call to rebrand products once the company starts to go down. The decision to rebrand is driven by several factors and the most important being the need to benefit from customers favorable perceptions and attitudes towards the newly branded product. Once a customer is happy then the company can succeed. Other brands do

not succeed in the market because they do not meet customer expectations (Lei et al 2004). Therefore once they do not meet these expectations they are flagged down and consumers resort to other brands. Poor branding is also a major attribute that consumers look at before they make the decision to purchase. Therefore the reason is that a brand is meant to be repositioned when it is rebranded thereby attracting a consumer and influence their purchasing decision. However, other scholars believe that rebranding does not influence purchasing decisions. Performance of a product (brand) is not always positively correlated with rebranding (Hanson et al 2009). Kalnins (2004) understands that existing products are the main effect of negative decisions because consumers can readily switch to other brands and therefore they may be reluctant to try out the newly rebranded product.

The Grain Marketing Board (GMB) has been modified from being fundamentally a developmental or social institution to include being a commercially oriented commodity trading organization. This led to the introduction of the Silo group of products, Pagoda and Dely flour. The Grain Marketing Board is a quasi-government parastatal. It is in the business of buying and selling grains. With these grains it has managed to create other processed products. These are the Silo brand, Pagoda rice and Dely flour. The Silo brand carries products for home consumption which include fruit jam, soya chunks, rice, salt, beans, maputi, and samp and mealie meal.

The GMB Silo brand was introduced in 1996 with only 3 products under the brand. These were Silo Upfu, Silo Roller, and Silo Refined meal. When the organization realized that these products were behaving well on the market, they decided to introduce other products and these were Silo salt, Silo ground coffee and Silo rice. In 2010 GMB installed a flour milling plant in Concession. That is when they also decided to introduce the Dely flour product. Pagoda rice was also introduced after these products so was Pagoda maputi. Pagoda maputi was renamed to Chewy munchy maputi. Due to economic hardships, no Silo products were seen on shelves in 2008, they later re-surfaced mid 2009. This was due to lack of funds to produce. After this period, many companies were on the verge to resuscitate and so had to work tooth and nail so that they recover all losses. This was a difficult period for the Silo brand because it faced stiff competition.

The rebranding exercise was implemented as a means to revive the loss the organization was making. In the Herald of May 2012, an article about GMB being a loss making parastatal was published. In an interview with the GMB chairman then, highlighted that the board was in the process of implementing ways to make the organization profitable. It was said in that interview that in 12 months to follow, GMB would have raised its managed to regain its lost market share. In December 2012, the Grain Marketing Board finally sat down and approved on the rebranding the Silo products. For GMB the exercise was meant to regain the lost market share of the Silo brand. In its trading, GMB has several competitors since it deals with FMCG (fast moving consumer goods) products. These competitors include Probrands, Red Seal, and National Foods, only to name but a few. These companies were all coming up with new ways to present their brands, which meant that they would have new packaging ideas which were attractive to the consumer base. GMB had to do something if it had to push volumes. This then led to the rebranding exercise so as to keep up in the market.

The researcher therefore realized the need to carefully study this exercise, so as to see if it is worthwhile and of major importance to GMB as well as its consumers hence the need to carry out the research. There is need to realize if there were any changes in the consumer purchase decisions after the rebranding took place. The researcher, after analysing the Silo rebranding exercise GMB was undertaking, realised that most consumers highly prioritise a well branded product and company, thereby having the right to liken the marked shelf price to the product in hand. Therefore the researcher realised that there is a relationship between sales volumes of a company and its strategies on brand management.

1.2 Statement of the Problem

The study aimed to establish the changes in customer's purchasing decisions and expectations from the rebranding of the GMB products. As a measure to revive its loss, GMB had to undertake rebranding as a measure to improve on the decision consumers make when they get into a store to get a product. Therefore the need to analyse if this exercise was effective in making a consumer want to buy a GMB product over others. Therefore, what has been the impact of the GMB's rebranding on consumers purchasing decisions?

1.3 Research Objectives

- To determine the effects of the new package and logo of the Silo products on purchasing decisions.

- To find out customer perceptions of the new packaging, logo and colors of the silo products.

- To find out the factors hindering the success of an effective rebranding exercise at GMB.

1.4 Research Questions

1. How does rebranding influence consumer purchasing decisions on Silo products?

2. What are customer perceptions of the new packaging, logo and colors of the rebranded products changed?

3. What problems are faced during the rebranding exercise, by the Grain Marketing Board?

1.5 Significance of The Study

- **To The Organization Under Study**

The research brings out the importance of rebranding and the best strategies on customer's purchasing decisions which the company can use to create and maintain good customer perceptions and influence their purchasing decisions. The research also gave a sound basis and evidences any future allocation of resources to rebranding activities carried out by the Grain Marketing Board (GMB). Management were also enlightened on the impact of the re-branding exercise that was undertaken.

- **Researcher**

The research enhanced and improved knowledge of rebranding and professional growth of research in formulating effective and efficient rebranding strategies. The researcher also grasped an in-depth knowledge on how the marketing efforts (rebranding) could be adjusted to suit any prevailing operating environment. Working with the 'public' to attain the results also exposed the researcher to different characteristics the marketing environment has.

- **Society**

Customers were intended to benefit in them getting value for their money or even beyond because a well branded product has more attention put into it and hence it becomes of higher quality as compared to the next best alternative. It also intended to give financial intermediaries, wholesalers and retail outlets the opportunity to site their expectations of GMB Silo products. Alignment of corporate culture with set objective such that they are achievable and employees being motivated. Helped the society to understand how the company met their expectations, perceptions and requirements.

1.6 Assumptions

The researcher assumed that:

- Information obtained from employees and management was true and not biased.

- Politics and the general economic trends did not present challenges on GMB`s business operating environment.

- No price discounts on products or other promotional gestures are to be made by the government.

1.7 Delimitations

- The respondents included the GMB's Harare Head Office top management, employees and customers from both the formal and informal markets. The target group included wholesalers e.g. Mohammed Mussa, retailers e.g. OK Stores, and individual customers.

- The researcher focused entirely on customer purchasing decisions on the rebranding of GMB Silo brand. The concepts covered included customer expectations on a new brand thereby impacting on their purchasing decisions and how the company has improved from the rebranding exercise. The research addressed on branding, scope of rebranding and how the rebranding exercise impacted on consumer purchasing decisions.

- The research was carried out from July 2014 to October 2014.

- The information about the organization stretched from 2009 to date, when the organization started to face problems in the market and decided to implement on rebranding after realizing the loss it was making.

- Literature reviewed stretches from 2009 to date.

1.8 Limitations

- The management and the research population, at some instances were unwilling to disclose information that they deemed sensitive, to this the researcher advised them that the research was purely for academic purposes.

- Confidentiality was also a limitation to the researcher as some information might have been withheld by the management of the Grain Marketing Board (GMB) as they thought it would ruin the reputation of the organization. To this the researcher carried a letter that showed that she was granted access to undertake the research and that it was for academic use.

- There was limited data available in hard copy. The researcher used internet sources and journals so as to effectively undertake the literature review.

- The researcher used questionnaires to gather data but with questionnaires, the respondents were not able to fully express themselves. To this the researcher also used interviews so that the respondents were able to use expressions.

1.9 Definition of Terms and Abbreviations

Brand - refers to a name, mark, and symbol, logo that can be used to identify a company's product or service.

Branding - refers to the process of assigning the brand to a company, product, or service.

Expectations - refers to what customers think would be the service levels they expected to get in the respective companies

Perceptions - is used to refer to what the customers actually see in the companies they do business with.

Rebranding - in this project means redefinition, recreation of a brand through a change in name, logo or corporate identity colors.

GMB- Grain marketing Board

Silo- the brand name for Grain Marketing Board products

FMCG- Fast Moving Consumer Goods

Chapter Summary

This chapter marked the preliminary stages of the research showing the introduction of the research thus the background of the study which encompassed background of the organization, followed by research objectives and research questions meant to guide the study. The importances of the study, the research justification as well as the limitations were also discussed. Therefore, it was the guideline as to which the next chapters will follow. The next chapter reviews the related literature on rebranding and how it impacts on purchasing decisions and also critically analyses the knowledge gaps.

CHAPTER 2

LITERATURE REVIEW

2.0 Introduction

This chapter reveals theoretical aspects from authors of the concepts of rebranding and its effect on consumer purchasing decisions. The chapter investigates into key concepts, arguments and views of the topic under study, so as to understand the concepts and make them clear to the researcher and any other interested parties. It zeros in on consumer purchasing decisions and the consumer expectations on new packages and logos.

2.1 Concept of a Brand

A brand is the name, term, design and symbol, or any other feature that identifies one seller's products distinct from the other, (American Marketing Association 2011), which means that a brand basically represents an organisation and differentiates it from the next. Kotler (2000) also gave a definition of a brand as a name, term, sign, symbol or design, or a combination of them, intended to identify the goods and services of one seller, or a group of sellers and to differentiate them from those of competition. The definition is different from that of the American Marketing Association in that it appreciates the issue of distinction of the brands for the sake of wanting to fight competition. In Kotler's definition, it can interestingly be noticed that he quoted the American Marketing Association (AMA) definition of a brand. Looking at these two definitions, it can be seen that the major purpose of a brand is for differentiation, meaning that a brand will differentiate the organisation's products or services from the next product or service in the same line of operation.

Boykin, (2013) also defines a brand as 'the relationship' with the consumer. Different perspectives about a brand are created in industries. By merely looking at the idea that the brand itself is the relationship with the customer, it can be evaluated and concluded that what the customer thinks about the company is the brand. A brand communicates in a number of different ways and not only represents the visual aspects that a customer may get to see, but can reflect the behaviour of people within the organisation, it can also show the quality of products that the organisation has to offer, and the manner in which customers are treated, (Investor 2004). Overally, this means that a good brand basically has a good relationship with its consumers and the opposite is also true.

Arthur (2012), states that the appearance of a packed product is the first attraction to customers. This means that organisations have to take major importance to their branding because when customers are not happy on the first sight, then they would never want to be associated with that brand. Pooja Bahl et al (2008) go on to say that, "A brand is the symbolic embodiment of all the information connected with a product or service". He goes on to say that, "Branding is the art of creating and maintaining a brand." This is in agreement with Arthur (2002), because a well articulated brand captures the attention of a customer. Mamvura (2008) in his article titled, 'Maintaining a strong brand in a turbulent economic environment", says that, "branding should never be treated as a project that has a beginning or an end. It is the responsibility of the brand builder to ensure that the brand remains relevant to its key stakeholders." Branding, therefore, should be treated as an activity that should never end in the organisation because needs are always changing so are the perceptions. Therefore, branding has to be a technique which is always consistent and can be complemented too when well executed.

2.1.1 Types of Brands

Brands have different purposes that they serve in the different organisations, which carry them, reason why they are different types of brands. Kotler (2010) put forward 3 major types of brands. The first one is the luxury brand. According to Kotler, this brand is meant or is created for status only. The brand is not created due to an emerging need but for the sake of the consumer being able to position themselves through that brand. These are very highly priced. An online article done by Kendis (2011) was in agreement with Kotler as the author also classified luxury brands as a type of a brand. Kendis identified these highly priced brands as premium brands. The same attribute which exists in Kotler`s and Kendis` distinction, is that both brands are highly priced.

The second type of brands, according to Kotler, is the service brand. This brand has attributes of the product embodied on it, though intangible. This means that this kind of a brand is meant to show the attributes the product has in an intangible manner. The third and final type is the business to business (B2B) brand. This type of brand is also called an industrial brand. Its main purpose is to be used for other business. Therefore, this means that the brand is created for the sake of it being used by another organisation as an aspect needed to carry out that organisation operations.

Apart from the 3 types shown by Kotler, Kendis (2011) went on to give more types of brands which were different from those of Kotlers`. The author further illustrates an economy brand as a lowly priced brand that is meant for the highly price elastic consumers. A 'fighting' brand is a situational brand that is meant to encounter a competitive threat. A 'corporate' brand is when a company's name is used as a name for products the company offers. When one brand name is used for several products then that is a 'family' brand. An 'individual' brand is when a company gives different names to different products that they offer. The above types were an addition to the premium brand that was likened to Kotler`s luxury brand. From Kotler and Kendis differentiations, it can be interestingly gathered that the main purpose of the differentiation was to determine the brands uses and pricing.

Johnson (2011) categorises brands into three which are service brands, retail brands and product brands. Service brands are those that are built after knowledge and experience has been gathered from the people delivering the service. This kind of brand is created to meet the expectations of the consumer who is receiving the service. Retail brands are built both on services and products and on product and experiences. A product brand is built based on the experiences obtained from the actual product.

Looking at the three authors, Johnson, Kendis and Kotler, it can be explained that the types of a brand are in the same line but in a different context. The first two, Kotler and Kendis have differentiated according to use and pricing and Johnson has categorised through their creation.

2.2 Rebranding

Rebranding represents the updating or changing of the image of a brand in the minds of different stakeholders involved. Rebranding can also be defined as the process by which a product or service is developed with one brand or company or product line affiliation is marketed or distributed with a different identity. Gunelius (2011), states that rebranding occurs when a business or organisation decides to change a significant element of a brand. This means that when an organisation realises a change in the stakeholders, changing an element of the product to suite this change is what is called rebranding. Pooja Bahl et al (2008) defined rebranding as the change in or towards a brand done to stimulate a change in attitudes, perceptions and behaviour of customers, all this being done to generate a positive market growth.

Muzellec and Lambkin (2006) also agreed with the latter author, in that they defined rebranding as a change in an organisations self identity so as to change perceptions of the organisation image to external stakeholders. Rebranding also refers to an overall concept that a business can use to forge or create an image of new identity, image and personality with consumers. This means that in rebranding the main aim is to reposition, revitalise or rejuvenate a brand. The change can either be in colour, logo, design, objective or slogan. Marketers engage in rebranding so as to seek the development or alignment of the expectations behind the brand experience, creating the impression that a brand associated with a product or service has certain qualities or characteristics that make it special or unique. The main aim of rebranding therefore is meant to maintain good relations with the stakeholders. If stakeholders are not happy with what they perceive of the brand then rebranding will come in handy so as to ensure that this relationship is maintained.

2.2.1 Types of Rebranding

Rebranding has different categories. Scholars have defined these differently. Moloney and Daly (2004) presented a rebranding continuum made up of 3 main categories with 3 types of rebranding. The three are labelled as minor changes, intermediate changes and complete changes.

The first continuum of Daly`s types had the minor changes category which focuses on aesthetics and varies from a simple face lift to restyling. It can possibly include a different colour on the logo or probably a change in the main icon of the logo. The organisation would have changed slightly for certain reasons, like adding a certain colour to their corporate colours and so to add that they would have to make a minor change. Intermediate changes focuses on repositioning and uses marketing tactics especially communication and customer-service techniques. This can be a change in the objectives or the way of doing business with the aim to make consumers happy. No physical changes are noted here but just a change in the way the organisation does its things. When a new objective is added to the existing ones then the way of doing things could possibly change. The complete change is the stage when a company gets a new name for a brand and all the necessary marketing communications are involved. By looking at this model showing the three types of rebranding, it can be seen that a different kind of rebranding type has its own requirements and for it to be successful, certain marketing communication tools should be used.

Besides the continuum presented by Daly, Stewart and Muzellec (2004) had their own 5 types of rebranding. These are new name and new logo, new name, new logo and slogan, new logo only and new slogan only. These types were further supported by Kotler (2009), who specified rebranding types as differentiated by the reason for rebranding. If the logo is outdated, a new logo will mean that rebranding has taken place. It can therefore be realised that a slogan change is a category of rebranding, because the new slogan will basically implement a change in the objectives and eventually have an effect on the way of doing things. The authors categorically placed the types of rebranding based on logo, name and slogan changes. It therefore differs from that of Moloney and Daly (2004) because they managed to look at all the aspects that could change in an organisation unlike understanding rebranding as an exercise that only changes the logo and name.

Karl Evans (2013) also gives 3 types of rebranding. The first one is "refresh" rebranding which includes the modernising or updating of an existing business brand. Full rebranding is not implemented on this type but it is meant to refresh the brand. Refresh rebranding is used when the business feels outdated, old fashioned or needs to change its ways so as to fit into the market. In this type slogans can be updated, so can objectives and target markets. The main purpose of this kind or rebranding is just to give an uplift the organisation could need at that moment. The second type is merge rebranding which takes place when one or more brands are merged into a single brand. The rebranding takes place so that all the new brands can be incorporated into the one big brand. Merge rebranding can be as a result of switching to new management, acquiring a new company or business, or combining brands owned by one company. It is carried out so as to incorporate all the new aspects that would have been introduced due to the acquiring of the company. The third type is the full rebranding which involved the overhauling of a company brand completely. This will mean a change in colours logos and even the name of the organisation. The organisation or the brand is given a total facelift.

Evans, Muzellec and Daly had their own way of putting across the types of rebranding, but basically they all come to one. Where when rebranding, a company can either totally rebrand itself or rebrand a few elements of its brand depending on the main objective of the exercise. This also results from the overall need to make stakeholders happy because a happy consumer means the organisation can be profitable too. The reason of having different types is also so that management can choose the one they want according to the situation they are in and also know the right marketing activities to undertake to make the rebranding exercise successful.

2.2.2 Rebranding Strategies

Kotler (2009), states that when a company manages its brand due to considering rebranding it can use three basic strategies. These are line extensions, brand extensions and multi branding. Line extensions are when the organisation adds extensions to its current product line by introducing new products with new features. The products are in the same operation feature, but they have a different feature from the existing ones. Brand extensions are when new brand names are used to expand the new business areas. Multi branding is when new products are introduced as new brands to the existing category.

Kaikati et al (2003) also discovered rebranding strategies. These are rather different from those formulated by Kotler. The first strategy is the phase-in or phase-out strategy. At this stage a new brand is tied in some way to the existing brand for a specific introductory period. After the transition period the old brand is phased out. This basically means that the old brand will still be seen in the shelves together with the new, until a time when the old will totally be phased out. Combined branding is the other strategy which combines existing brands in some manner. Transculent warning strategy is a strategy which relies on alerting the customer before and after the actual branding. This can be implemented via promotions and in-store displays. The product will not be at the shelves as yet but the consumers are given a hint of what they can expect. Sudden eradication strategy is when the old brand is dropped overnight and in the morning the shelves will be packed with the new brand. There is no transition period. Consumers are taken by surprise as they will find a totally different product without any promotion or warning. Counter take-over rebranding is a strategy used when the rebranding involves name change after a merger or acquisition. The "acquires" abandon their own brand in favour of the acquired brand. Therefore these strategies are basically meant to try and find proper ways to introduce a new brand to a consumer in a way that can make them want to buy the product, thereby impacting on their purchasing decisions. If the organisation fails to properly introduce, consumers may assume that it could be 'product dumping' and therefore they will not resort to making the decision to buy the product.

Pooja Bahl et al (2008) categorised rebranding strategies into 4 where they differentiated on the ways a company may rebrand. These are as follows:

1. logo, trademark, graphics, slogans or imagery

2. change of brand name

3. change in advertising

4. changes in company livery, packaging or uniforms

Assessing the discussion above, it can be arrived at that the entire have come up with strategies, but they are all in the same line, as they differentiate a minor change to a smaller change. That is a change in the logo will be different from a change in the brand name.

2.3 Factors Influencing Consumer Purchase Decisions

According to Derrean (2012), there are four (4) main elements that influence consumer purchasing decisions. These are the factors that may hinder the decisions a consumer makes when they want to make a purchase.

The first factor is the cultural factor. This is one of the factors that mostly influences a customer`s decision. The religion a customer belongs to may hinder a customer from making a decision to purchase a certain product. This could be due to acceptable attributes and those which are not accepted in a certain religion. Despite how appealing the product may be, the customer may not be able to due to the culture of their religion. The cultural factor also includes ethnic groups as well as the age group the consumer is in.

The second factor that influences the purchasing decisions is the social factor. The social classes the consumer can be can probably force them to buy certain products, which suite their social classes. The reference groups, which are the places where a customer could be staying, or where they work can also be a factor influencing. Certain products can be believed to be the best in that certain reference group. A family is also a social factor. A certain individual, either the mother or the father, can be the member who makes the decision to buy certain products in the home. The perception of that individual will be the one to be considered and may be influencing every other end user under them.

Personal factors are also a factor that influences consumer purchasing decisions. A lifestyle an individual has created for themselves will make them want to choose certain products over others, depending on their age and their way of life. The purchasing power will also restrict consumers to certain products, despite their need to try out others. Harold (2008), agreed with Derrean because they both believe that economic factors do influence consumer purchasing decisions as a consumer cannot buy what they cannot afford.

Lastly psychological factors are the factors that affect consumer decisions. Other individuals need motivation to buy and when they do not get it, they may choose other products. The perception the consumer has will also influence on their purchasing decision. This could be due to past experiences, beliefs or even personal characteristics of that individual. Harold agrees and concludes that what makes sense to a consumer and is of best interest to them is what they will buy.

2.3.1 New Package and Purchase Decisions

Packaging, according to Kuvykaite (2009), is believed to perform an important role in marketing and therefore can be treated as the most important factor that influences a customer`s purchase decision at the point of sale. The package is the last element that the customer gets to see about a product and this can have a negative or positive impact on the purchasing decision. Rundh (2009) agrees with Kuvykaite in the sense that the author also believes that if a graphic for a package is eye catching, the product will definitely stand out from others and therefore attract the customer`s attention. It therefore can be interestingly gathered that packaging does influence purchasing decisions because it attraction will have an impact on what the customer might think of the product.

Govind and Jain (2012) state packaging as an element that has an important role which is communication. It therefore impacts purchasing decisions in that the right message has to be conveyed so that a purchase can be triggered. Bremmer (2000) also agrees with the latter because the author states that package design has an impact on the role of marketing and communications. It therefore can be gathered interestingly, that the package communicates on behalf of the organisation, and if the right message is communicated, then a purchase can be triggered thereby impacting on purchasing decisions. Patrick et al (2011), reveals that for

middlemen, packaging is an effective tool for shelf space dominance and for the consumer, packaging serves as a package of information, promotion and convenience. It therefore can be evaluated that middlemen also take major importance to packaging, because they would always want to hold stocks of products that can have an outstanding effect on shelves.

Grunnet et al (2000) says that when a consumer sees a new package, they evaluate the quality of that product through the package even without seeing the product itself. In this research, the package design changed as a way of rebranding the product. It is therefore necessary to look at the impact of packaging on purchasing decisions. Carafa (2012) argues that consumers buy products for the first time when they are visually appealing. The graphics have to be very appealing. Once a customer tries out the new product, they can then grow a liking if the product has managed to meet their expectations. That is when brand loyalty will start to come into play. Therefore packaging is rather important for the first trial. Hutson (2012) also believes that a consumer can make a subconscious decision to try out a new product based on the way it feels or functions. If the package feels comfortable then a consumer can place assumptions on the product inside and then can be willing to try it out. If a negative impression is created about the product then purchasing decisions will be greatly affected.

However, other authors do argue that packaging has an impact on purchasing decisions. This is with regard to Zeithmal (1988). The author argues that other elements have a greater impact on purchasing decisions unlike packaging. Lamb et al (2004) however argues that a product package is defined by its functions, which are according to Kotler's 4 dimensions which are protection of products and consumer, promotion of products, facilitation of storage, use and convenience of products and facilitation of recycling and reducing environment damage. He believes that purchase intentions are influenced by anticipated quality as well as pricing of the product. Looking at the above, it can be evaluated that impact on purchasing decisions can be derived from the product, because a product with an appealing price and a bad package can fail to influence the decision to purchase.

2.3.2 New Logo and Purchase decisions

A logo is a mark, emblem or symbol that is used by commercial enterprises or organisations to differentiate themselves from the next (Wikipedia.com). The logo is the image embodying an organisation. A new logo is arrived at when an organisation realises a change in their way of doing things and the old logo does not communicate the new message.

Morris (2011) depicts that a logo should be an element of a product which is not difficult to understand and has a meaning. Consumers are not interested in buying products which have weird or funny logos as they may fail to interpret the meaning of that sign or symbol. He further explains that the logo does not have to be too complex as it can raise questions and doubts and this could affect purchasing decisions. Comber (2002) believes a logo is a part of the product packaging and it therefore has an element to play when conveying a message about the product. It can therefore be gathered that an unusual logo or one that has no meaning can be a threat to the product as it can raise questions in the consumers mind, and a wrong perception can be gathered about the logo resulting in a negative impact on the purchasing decisions. Therefore, organisations should therefore implement or design logos that are in line to their way of doing business and possibly be one that defines their industry and objective. This will result in a correct image and perception from the customers.

2.4 Customer Perceptions of Rebranding

Punajaisri et al (2009), clearly states out that organisation specifically create brands to encourage positive customer perceptions and association. If these are not created, it basically means that the brand would have failed. Customers are therefore expected to have a certain perception towards a brand, preferably a positive one. Blank (2012), defines a customer perception as the concept of sensory perception to marketing and advertising. This means that these perceptions will involve a somewhat emotional effect to the customer. Schoell (1995) agrees with Blank and defines perception as the process through which an individual select information from the environment that is relevant to them so as to organise and assign meanings to them. It is closely related to attitudes.

In agreement to this, Boone (1998) also states that perception is when an individual attributes to incoming stimuli from their 5 senses. That is they will encode information about the smell,

touch, colour or even feeling of a product, and they come up with a conclusion about that product. Bergson and Guattari (2005) say perception is the processing of sensory information to translate these into organised experiences. The Online Business Dictionary defines consumer perceptions as a concept in marketing which encompasses a customer`s impression, awareness and consciousness about a certain company or organisation as well as its offerings. It can therefore be arrived at that perceptions generally involve encoding and detecting information, whereby a certain individual looks at a colour of the product and processes information pertaining how they feel towards it. Because brands are meant to create a perception that is according to Punajaisri (2009) it can be arrived at that when customers get tired of the old ways of doing things in an organisation, a new change whether in the package or the colours or the logo, will bring about a perception. These perceptions will then depend on how well the product has been delivered and how well the rebranding has been done.

2.4.1 Customer Perceptions of New Package

To strengthen consumer perceptions and convert them to more purchases, a creative package design should be used (package design_affinova.com). This means that a new package can be used as a tactic to influence perceptions and in the end result in more sales. Hanna (2012) defines a new package as having two most important elements that is a package is the one marketing medium that the consumer purchasing a product sees and can decide upon and also that packaging is the only marketing element the marketer has no control over once it is on the shelves. Hanna further explains packaging as having 3 influences on consumers. These are:

- It attracts new consumers but keeps current users from competition. That is, a new package can be a way of attracting new customers due to its attractiveness, and constant changes in the packaging will also result in the consumers who were buying the product before stay off competition as they will maintain the interest they had.
- New packages communicate new brand positioning. This means that consumers will perceive a new product on a new package.
- Packaging also closes sales. When a consumer is happy with the outward appearance of a product, they will not worry about the inside, as they will perceive the out ward to the inward, meaning more sales will result from the positive perception the consumer will have on the product.

Elena More` (2010) agrees with the latter, in that she also believes that a new package positions a brand in the minds of a consumer and makes them see that difference that the marketer intended them to see. It therefore means that a correct package with the correct message can have an impact on the perceptions of the consumers.

2.4.2 Customer Perceptions of New Logo

Leung (2009) understands a purchase intention of a customer as based on the brand name, logo as well as the image. Upon seeing a logo, a customer derives their own meaning from it, whether good or bad. This can be due to past beliefs or past experiences. Looking at the logo will also mean that the customer will arrive at conclusions of what the logo could be portraying thereby creating a perception. This was supported by Mishra and Datta (2011), who revealed that a logo should have a strong influence on customer perception.

Therefore, a new logo should be in such a way that it can be correctly interpreted by anyone, despite their religious background, cultural beliefs or even past experiences. It therefore shows that a customer definitely has a perception towards a logo. Wells et al (2010) agrees that every individual have their own evaluation upon a symbol on a product especially the logo, and thus has its own perception. Looking at this, it can be evaluated that the logo does have a role to play in creating a perception towards a product. A wrong interpretation might also lead to a wrong perception. It also leads to the understanding that the logo should speak out the mandate of the company, just by looking at it. If it does not have that attribute then it could lead to wrong perceptions from consumers.

2.4.3 Customer Perception of New Colour

Manji (2009) says that bright colours attract attention from consumers and arouses a positive perception towards the product. Wall et al (2006) goes on to evaluate a change in colour on a product as a way of creating a perception. This means that when a customer sees a new colour on a product, it might create emotional perception, whereby the customer will end up thinking that the product is now of higher quality than before, due to the change in colour. This shows that a change in colour does not only create a positive perception, but also gets the consumers thinking that the product inside has also been improved. Alcaide et al (2012), argues with Manji perception of colour, in that the author further says that the colour might

trigger a positive perception, but the colours of the surroundings of where the product is will also create a perception and have an impact on the perception that could have been created towards the product.

Labrecque 2012 evaluates colour as an aspect that helps customers to identify and differentiate one brand from another, but in doing that, it will be influencing them on their brand perceptions. This shows that a customer once seeing a product colour, can have the likelihood of linking that colour to a product, and if their past experience with the product was good, it will trigger a memory and lead to perception creation. However Landwehr 2013, also agrees with the latter, in that the author evaluates the fact that if a product is subjected to the same colour and design for a long time, it will fade its likeability from the minds of the customer with time. Therefore when the liking is gone a new colour will lead to a different perception altogether, meaning that colour does have an effect on consumer perceptions.

2.5 Factors Hindering Rebranding

2.5.1 Customer Involvement and Research

During rebranding, several marketing mediums are looked at so as to arrive at the conclusion of the ways to rebrand as well as the reasons for rebranding. One of the elements looked at is the consumer, what the consumer wants is at the forefront of the reasons for rebranding. Mamvura (2008) believes that when rebranding, main focus should be on the customer. He further explains that it is the only way that strong brands can be created. Therefore there is need to effectively research and realise what the consumer wants. The key too successful business is research. If consumers are not involved in the exercise, then definitely, the exercise will fail. Hankinson (2007) believes that rebranding should not be defined as a one off event. To realise its benefits, the company has to constantly revisit past outcomes so as to ensure current knowledge is retained. In agreement, it can be realised that effective research and customer involvement can be the ultimate way to retain the advantages of rebranding.

2.5.2 Employee Involvement

Employees, in most circumstances, have the first hand information of what the customers want, and therefore for effective rebranding, their contribution should be highly considered. Zeithmal (1996) says employees are people with the direct contact to consumers and they

represent the organisation when they go out there. Their involvement, therefore, is of utmost importance. Stuart (2003), in agreement says that employees should be considered as key stakeholders in rebranding. This is so because their identification on the changes to come is critical to the organisation. If employees are not involved, then it can result in a failure in the rebranding exercise.

2.5.3 Corporate Culture

Mamvura (2008), "for a business to have a strong corporate culture, the team should have a deeply embedded set of beliefs, expectations and assumptions that guides the thinking and behaviour in the organisation." The statement above means that when there is togetherness in an organisation, decisions will be made together and conflicts will be less. It is therefore important to incorporate corporate culture in an organisation, so that success in changes in the organisation, rebranding being one of them, can be successful.

Chapter Summary

This chapter looks at the theoretical background of the research. This chapter also gave an outline of the relationship between rebranding and purchasing decisions customers go through towards a new brand. The following chapter will discuss the method by which data will be collected, analysed and presented.

CHAPTER 3

RESEARCH METHODOLOGY

3.0 General Introduction

This chapter is aimed at addressing the stated research objectives, the methodology and the methods of collecting, analysing and presenting data in order to examine the importance of rebranding as a measure to improve consumer purchasing decisions towards the rebranded GMB Silo products. The study is a near conclusive research. Both primary and secondary data were used in carrying out the research.

3.1 Research Design

A research design is basically a guideline of how the researcher intends to carry out the research. It is the guide to be followed as the research will be taking place. The research design gives a basic arrangement of conditions for the collecting and analysing of the data so as to bring out the relevance of the research. For the purpose of this research, the descriptive research design was used because it allows the use of standardised questionnaires and interviews to collect data which are formally analysed and presented. An exploratory research design was also used so as to provide the much needed understanding of the problem under study as well as to include observations as a research instrument.

3.1.1 Descriptive research

The descriptive research is typically concerned with analysing and looking at how frequent an interval appears in the research. Therefore, in this research the two variables which were looked at were rebranding and consumer purchasing decisions. A descriptive research design is used when the researcher wants to describe specific behaviour as it occurs in the environment. Descriptive research design is both qualitative and quantitative as the research seeks to collect data that permitted the researcher to describe the characteristics of the phenomena being studied. The descriptive research was used because there was need to justify current practice and make judgement and also to develop theories. Therefore the researcher found it convenient to use a descriptive study so as to be able to explore the research under study to the fullest. The researcher found the use of descriptive study appropriate because the technique involves minimum bias and maximum reliability, because

both qualitative and quantitative methods are used. The researcher also used the quantitative technique through the use of questionnaires in trying to bring out the change in customer perceptions and/or purchasing decisions. Qualitative technique was also used in interviews where the need to obtain detailed and further explanations was engaged.

3.1.2 Exploratory research

The researcher decided to use this research design in this research to provide a greater understanding of the concept under discussion. This design helped the researcher with background knowledge about the problem. It was mainly concerned with looking at the environment in which the problem exists and then also to find suitable variables to understand the environment. The researcher employed it at the preliminary stages so as to explore the relationship between rebranding and consumer purchasing decisions. Exploratory research, being a design that mainly focuses on secondary data, the researcher made use of past sales records, books as well as internet sources and any other literature that could be obtained and was in line with the research. Sales books from the organisation for the period June – August 2013 and June –August 2014 were used to analyse the sales. The same period was also used to evaluate sales made by the industrial customers during that period. This research, being a case study based on research and also it using observations as a research instruments, the researcher then found it necessary to use exploratory research.

3.2 Target population

The researcher had two types of population, the targeted population and the accessible population. The targeted population was comprised of the top management, employees, retail and wholesale stores as well as end users of the Silo products. The total number of the targeted population is summarised as follows:

Top management (GMB Head Office only)	15
Employees (Marketing, finance and production departments)	50
Retail and wholesale stores (Harare Region)	435
End user (customers)	3 500
Total	**4 000**

3.3 Sampling Methods and Techniques

The main aim of sampling is when elements are picked out from a very big population using the right methods so that those which have been picked out can represent the total population. Methods used by the researcher to pick out the samples are discussed below.

3.3.1 Sampling Techniques

These can be divided into 2 broad categories which are probability sampling and non-probability sampling. The researcher used both methods.

3.3.1.1 Probability Sampling

Probability sampling includes samples where the elements in the samples have chances of being chosen. It includes simple random sampling, systematic sampling, stratified sampling and cluster sampling.

3.3.1.1.1 Simple random sampling

A simple random sample is chosen from a large sample. This large sample is from the target population. The variables in that sample have a zero probability of being chosen, meaning that any one of them can be chosen for study. This ensures that all variables being sampled have the likelihood of being chosen which therefore makes it fair when sampling. The researcher used simple random sampling to select customers to focus on. Names of both the retailers and wholesalers were placed in a box and shook vigorously to ensure a fair outcome. The names picked represented the sample. The presented results were bias free as every customer had an equal chance of being selected. The method was very fast in selection of respondents, therefore the reason why the researcher used it.

3.3.1.2 Non probability sampling

In the chosen sample size, the members had a zero chance of being chosen. Their ability of being chosen was not known. The selection was based on assumptions. Under non probability sampling, the researcher used the purposive sampling.

3.3.1.2.1 Non probability purposive sampling

With the researcher knowing much about the sample, it was convenient to also use purposive sampling, which can also be called judgmental sampling. The researcher employed this technique in selecting management for interviews. It assisted in saving time for the purposes of completing the research at the expected date.

3.3.2 Sampling Frame

It is the actual set of units from which the sample will be drawn. All units from the sampling frame have an equal chance to be drawn and to occur in the sample. In this scenario, the frame included GMB employees, industrial customers and end users.

3.3.3 Sample Size

The sample size was calculated based on Krejcie and Morgan (1969) model. The following table shows the sample size as per the model.

Population	Population size	Sample size	% sample
Top management	15	2	15%
Marketing department employees	20	3	15%
Production department employees	20	3	15%
Finance department employees	10	2	15%
Industrial customers	435	22	5%
Customers (End users)	3 500	70	2%
Total	**4 000**	**102**	**39.2%**

Figure 2. Source *Primary Data*

3.4 Data Sources

This is where the data was found and obtained from. For the appropriate carrying out of the research, the researcher used both primary and secondary data.

3.4.1 Primary Data

Primary data consisted of a collection of original primary data collected by the researcher. It is data collected directly from firsthand experience. The primary data was obtained from interviews with the top management as well as employees. Data sources included customers, suppliers and employees. Data was obtained through the use of questionnaires and interviews. The researcher used primary data sources more than secondary data because primary data was more related to the problem at hand and was specifically designed for that specific purpose and hence more reliable and up to date. Interviews and questionnaires were however time consuming but it was relevant to the researcher because reliable information was obtained.

3.4.2 Secondary Data

Secondary data is data collected by another person who is not the user, and is stored to be used as reference in any other study. It is data that is already there but has been gathered for other purposes other than the research at hand. Sources of secondary data included sales reports, company reports, books, journals and online scholarly articles. GMB profit and loss statements were also used in this research together with the balance sheets and sales figures. The secondary data sources set the foundation for data needed to be used in the research. Secondary data was however at an advantage to the researcher as it was less time consuming and not expensive.

3.5 Research Instruments

These are the tools used to gather the data needed for the effective carrying out of the research as well as to be able to realise solutions to the problem being studied. The researcher used interviews, questionnaires and observations.

3.5.1 Interviews

The researcher used interviews to obtain data from top management and employees of the marketing, production and finance departments. The interviews were non-structured and respondents were able to respond freely. A guide was used to ensure there was order in the asking of the questions as well making it easier for the researcher to record the data from the interviews. The interviews were flexible because open ended questions were used ensuring free responses too. The researcher chose to use the interviews so that there was further clarification when gathering the data. The interviews were structured in a way that they would be in-depth interviews therefore encouraging the interviewee to go deeper in their responses. The process of interviews was however long and time consuming, so short structured questions were used to ensure time was not a factor hindering the interviewer and the interviewee from completing all the questions on the guide.

3.5.2 Questionnaires

A questionnaire has questions which respondents are supposed to answer so as to be able to arrive at a conclusion to a problem under study. The researcher used them as they were flexible and easy. The questions were arranged in a way that left respondents with little to no choice on the subject. The challenges faced included the unwillingness from the respondents to complete the questionnaires. The researcher, to minimise the problem strongly assured the respondents that the data was only for study purposes and will be held confidential.

3.5.3 Observations

These involved looking and noticing what was going on around the target area. The researcher visited the Silo shop at the Grain Marketing Board Head office to analyse how well consumers were purchasing products. The researcher also went to retail and wholesale stores, where she just walked around the products to see if any activity was being taken by consumers towards the products. Observations were also applied when the researcher handed out the questionnaires. A facial expression says a lot and therefore she looked and waited patiently to see how the respondents reacted after looking at the questionnaire.

3.6 Data Collection Procedures

The procedure provides guidelines for the collection, processing and analysing and reporting data. Appointments were made via the secretaries and personal assistances to the interviewees, a week before the interviews, by telephone. Questionnaires were distributed and collected within a week to both the industrial customers and the end users. A drop and pick system was used for the industrial customers so that they will fill them at their own time. Interviews were held with employees from each of the marketing, finance and production department the same day. On that date, two top management personnel were also interviewed. An interview guide was used to make it easier for recording the responses. The interviews lasted for a maximum of 20 minutes.

3.7 Validity and Reliability Findings

This section looks at the extent to which the concept under study was well-founded and corresponds accurately to the real world. The idea behind reliability is that any significant results must be more than a one-off finding and be inherently repeatable. Validity encompasses the entire experimental concept and establishes whether the results obtained meet all the requirements of the research method. The researcher conducted a pilot study on questionnaires and as for the interviews, the guide was given to colleagues who are pursuing MBA (Masters in Business Administration), at the Midlands State University, before the date of the interview. They were corrected in grammar and simplicity was ensured. During the interviews, researcher intervened when necessary so as to make sure that the issues being investigated were addressed and came out well. For the questionnaires, a pilot test was done to test against bias and interpretation. Colleagues were used for the pilot test. Observations were done in-store, to realise the behaviour customers had towards the product.

3.8: Data Analysis and Presentation Tools

The main objective of data analysis is arranging, structuring and interpreting the collected data. Data gathered through questionnaires was entered using the Microsoft excel application and was presented through the use of tables, pie charts and bar graphs. For the data collected in the interviews, the researcher presented them as descriptive data.

Chapter summary

This chapter outlines and justifies the research strategies and methodologies that will be used in outlining the effectiveness of rebranding on consumer purchasing decisions. The research design outlines the population size, the surveyed samples, techniques, data collection, and analysis and presentation methods. The chapter to follow is going to focus on data collection.

CHAPTER 4

DATA ANALYSIS, PRESENTATION AND DISCUSSION OF FINDINGS

4.0 Introduction

The chapter looks at the data yielded in respect to the effectiveness of rebranding on consumer purchasing decisions. The data was presented in tables, pie charts and bar graphs.

4.1 Response Rate

Table 4.1 Response rate

Sample	Sample size	Response obtained	Response rate
Customers(End users)	70	52	74%
Industrial customers	22	20	91%
Employees	8	8	100%
Top management	2	2	100%
Total	**102**	**82**	**80.4%**

Source: Primary data

92 questionnaires were given to both industrial customers and end users of the Silo brand. 70 questionnaires were handed out to the end users and 22 were distributed to the retailers and wholesalers in the sample size. Of the 92 questionnaires distributed, 75 responses were obtained, with 3 questionnaires being incomplete. Therefore the response for the questionnaires was 78.3%. For the retailers and wholesalers, the researcher implemented the drop and pick system where questionnaires were distributed and then collected at a later time.

Responses from management and employees of the marketing, production and finance departments stood at 100% because all parties were willing to find out if the exercise really made an impact on the purchasing decisions of their consumers. The research was carried out in Harare only. The researcher attributes the high response rates, to the interest from the population towards the topic under study. Evans (1991) recommends a higher response rate, as it lessens or eliminates the problem of missing data and it is most like that in a high response rate, results will be representatives of the target population. The author also attributes a high response rate to accurateness.

4.1.1: Demographic Response Rate Factors

The respondent's demographic frequencies were also analysed. These are presented in tables 4.2 and 4.3.

Table 4.2: End users, Industrial Customers and GMB staff Demographic Factors

Population	End users		Industrial customers		GMB Staff	
Age	F	M	F	M	F	M
-20 Years	1	1	0	0	0	0
20-30 years	15	3	3	8	0	1
30-40years	27	2	4	2	4	1
40-50years	2	0	1	2	2	1
50years +	0	1	0	0	0	1
Total	**45**	**7**	**8**	**12**	**6**	**4**

Source: Primary Data

The table above shows the frequency in the demographics of the responses obtained from the questionnaires. In the study, it shows that 73.4% were females whilst 26.4% were males. Of the GMB employees who were part of the respondents, 60% were females and 40% were males.

Table 4.3: Grain Marketing Board Employees In Different Departments

| Department	Years of service			
	0-5 Years	6-10 years	11-15 years	15+ years
Marketing	3	0	0	0
Finance	1	2	0	0
Production	1	0	1	0
Top management	0	0	1	1

Source: Primary Data

40% of the respondents in the organisation have a 0-5years work experience in the organisation. Only 20%, which is the top management, is the ones who have had more than 10 years in the organisation.

4.2: Impact Of New Packaging And Logo On Purchasing Decisions

The respondents were asked of the impact the new package and logo had on their purchasing decisions. The question was directed to the whole target population that is the industrial users, end users, employees as well as the top management.

4.2.1 End Users Responses On New Package And Logo

The end users of the product were asked of their frequency in purchases, before and after the rebranding. In fig 4.1 below, the responses obtained are shown.
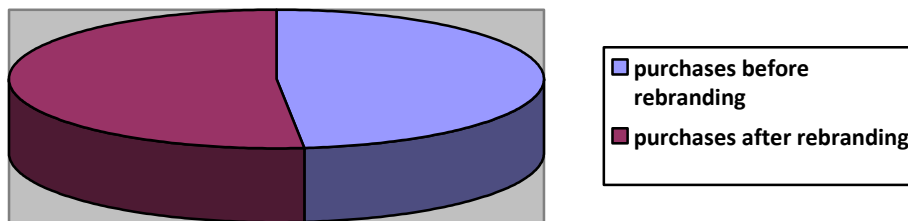
Figure 4.1: End users responses on new packages and logo

From the pie chart above, it can be noted that purchases did not increase much after the rebranding exercise. A 3% difference was realised from the purchases before rebranding and the purchases after rebranding. According to the responses, it can be evaluated that this small change was due to customers who wanted to try out the new packaged product as well as due to the low price.

4.2.2.1 End User Responses On Reasons For Purchasing The Products.

The customers were asked, in the questionnaire, of the reason for purchasing the product. Alternatives were given for ease in answering. The responses obtained are shown in pie chart 4.2 below.
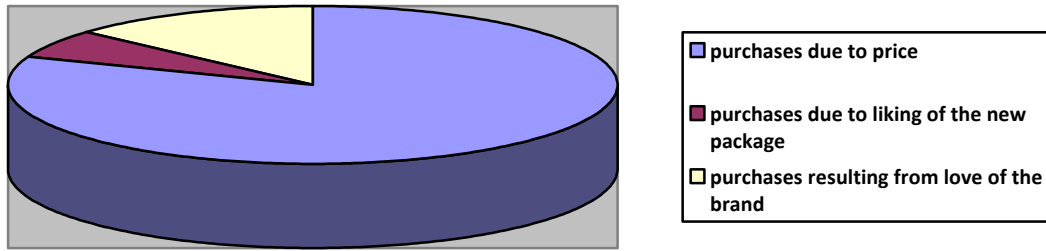
Figure 4.2: End user responses on rebranding

When asked of their reasons for purchasing the brand, 81% responded to buying the product due to the price. 6% responded to buying due to the new package and 13% showed that their reason for purchasing the brand was their liking for the product.

4.2.2 Industrial Customer`s Responses On New Package And Logo

The industrial customers were also asked of any changes that were noticed of the sales they made before and after the rebranding exercise. The changes experienced are shown below.
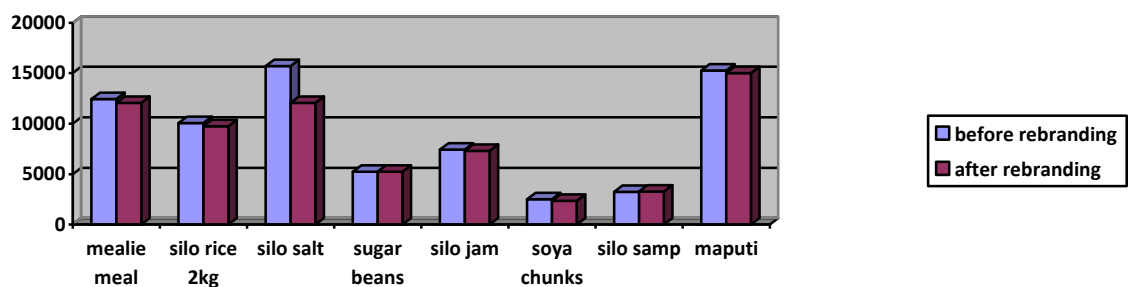
Figure 4.3 Industrial Customers Responses On New Package And Logo

From the bar graph above, Fig 4.3, it can be noted that the sales decreased after the rebranding. This was mainly realised in Mohammed Mussa, which is a wholesale store. The store sells good in larger quantities and therefore the decrease in sales was highly noticeable. The sales analysed were for June, July and August for both 2013 and 2014. In the questionnaires, most response obtained showed that the main reason why consumers purchased the Silo products was because of their low price. 75% of the responses from the

35

end users show that the reason for purchase was price whilst others proved their liking for the product. In the interviews, management from the production department confirmed that products were in scarcity for distribution and therefore, not all Silo products were in the shops 93% of the respondents showed that they buy mealie meal every month whilst 2% bought Silo Jam. From the industrial customers, it showed that the price was too high as compared to other Jam producers; therefore consumers did not buy it.

The company sales figures for the period analysed were also looked at, so as to see if there was a change in the sales before and after the rebranding exercises. Only metric tonnes of what was sold were available for presentation as the company refused to give monetary value.

Table 4.7 Grain Marketing Board sales figures

Product	Metric tonnes sold			Metric tonnes sold		
	Jun-13	Jul-13	Aug-13	Jun-14	Jul-14	Aug-14
mealie meal	7753	5678	8976	5467	3907	3746
silo rice	2255	4873	3901	4098	2356	1340
silo salt	1753	1950	2346	1689	87	970
sugar beans	452	304	416	391	253	109
silo jam	258	309	274	301	146	57
soya chunks	189	256	247	401	271	206
silo samp	443	450	503	375	256	210
maputi	1904	2194	3456	2891	1985	1961

Looking at table 4.7 above, it can be seen that the sales dropped hastily from the 2013 period which was before rebranding to the 2014 period after rebranding. When management of the production department were asked on the reason for the drop in sales, he did not attribute it to rebranding but rather said that the reason was because there were supply problems in the organisation. However because the organisation keeps a reasonable amount of maize, the sales of the mealie meal did not drop much but however dropped. Setting aside the factor of supplying problems it can be seen that with the products that were available, the rebranding was not much of a success because no great increase in sales was noticed.

4.3: Perception of New Packaging

Respondents were asked of their perceptions on the new packages. The results illustrate their views on how attractive the new package was to them. These results are shown on the graph below.
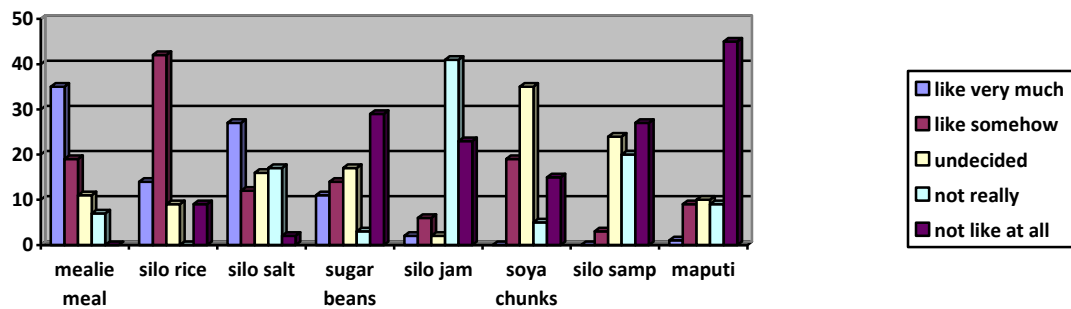
 **Figure 4.4: Perception Of New Packaging**

The graph above shows the liking the respondents had to the new packages of the Silo products. 68% of the respondents showed a great liking for the new packaging of the mealie meal. The new package for the Silo rice was not totally up to the standards expected by the consumers as shown by 72% of the respondents somehow liking the package. For the maputi package, respondents were not happy with the new package. That resulted in 78% not liking result from the respondents. There was a great percentage of indecisiveness for the Silo soya chunks as 62% of the respondents were undecided of whether they like the package or not. Respondents also ranked the Silo jam whilst comparing it to other packages in the market, and therefore 71% showed of their not liking, as they thought the package was okay but was not really on point as compared to the other jam products.

From the data collected, 82% of the respondents proved that they did not do anything different from what they used to do after the rebranding. 12% of the consumers started buying after the new package was introduced. 6% of the consumers are also encouraging their friends to purchase the products. 95% of the industrial customers have seen no change after the rebranding exercise. 5% of the customers for the industrial customers have been asking more about the brand of late.

4.4 Factors Hindering The Rebranding Exercise

4.4.1 Customer Involvements In The Exercise

The end users were asked of whether they were part of the rebranding exercise or not. The responses are shown in the pie chart figure 4.5 below.
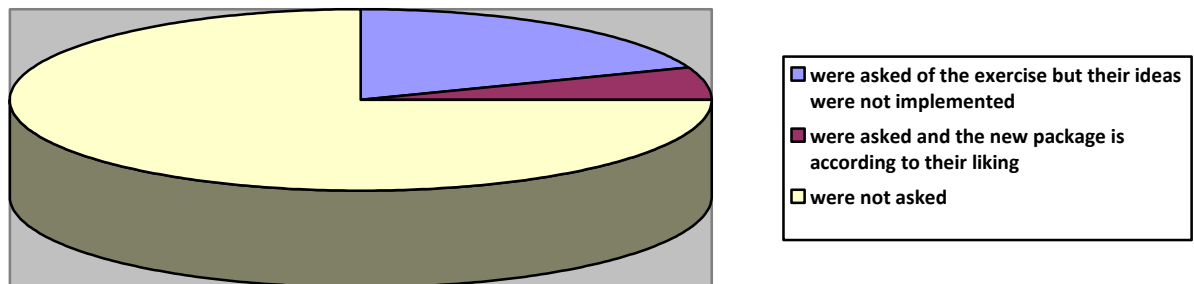
Figure 4.5 Customer Involvements In The Exercise

19% of the end users say that they were asked on what they think should be changed on the old packages, but their ideas were not implemented. 6% prove to say that they were asked before the rebranding was implemented and the outcome was jus according to what they had suggested. When asked of the action the company took before implementing the exercise, 75% said they were not asked about their thoughts.

4.4.2: Industrial Customers Evaluation of Factors Hindering The Exercise

Industrial customers were given a list of factors that they were to evaluate so as to determine their views on what could have hindered the rebranding exercise success. The responses obtained are shown in the bar graph below.
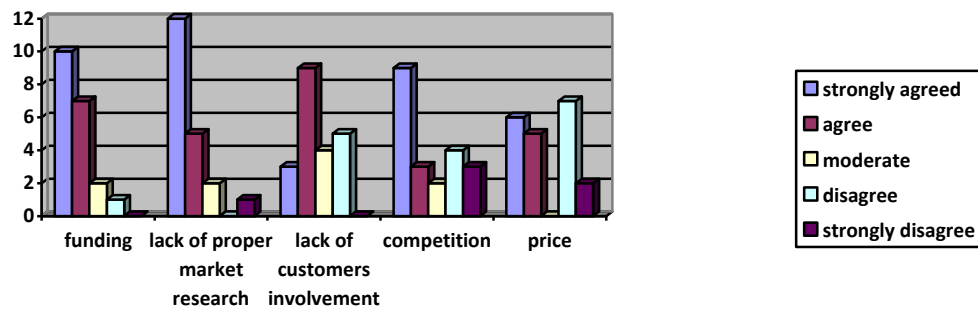
Fig 4.6: Industrial Customer`s Evaluation of Factors Hindering The Exercise

When asked of their views on what would have hindered success of the rebranding exercise, 82% strongly agreed that it was due to lack of proper market research. On the issue of funding being a factor, 67% strongly agreed that it being a parastatal, it could have faced financial challenges. The issue of funding was further supported by interviews, where when interviewed, a top management official in the finance department, Mr Jasi revealed that they faced financial challenges when they wanted to implement the exercise. He said that the company being a parastatal, had difficulties in having funds released for the sake of the proper running of the business. This was due to the fact that decisions making took time and some of the board members were not in agreement with the idea of changing the old packaging. This led to funds being withheld causing financial problems. Employees in the finance department when interviewed also revealed that their cash flows were quite stringent, meaning that they had to work on favours in a way to ensure the exercise went on successfully.

Chapter summary

The chapter revealed research finding, which were then presented diagrammatically for ease of analysis. The data was in respect of the views from customers (industrial and end users), employees and top management. The following chapter will be of summaries to the research findings, major findings, conclusions and recommendations to the Grain Marketing Board for future purposes.

CHAPTER 5

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.0: Summary

This study meant to investigate and analyse the effectiveness of rebranding on consumer purchasing decisions with the Grain Marketing Board being the case study. The objectives that were set were meant to bring out the topic to the fullest. This included determining the impact of the new packages and logo of the Silo products on purchasing decisions, customer perceptions of the new packaging, logo and colours as well as to find out the factors hindering the success of an effective rebranding exercise.

Relevant literature with regard to the topic under study was researched and analysed. Scholarly articles were looked at and all information used to analyse the literature was from 2010 to date. Research journals, books, internet sources were all incorporated together so as to analyse the views each and every author included had about the topic under study.

Descriptive and exploratory research designs were implemented in the carrying out of the research. Samples were drawn from the top management, employees (marketing, production and finance departments), and customers (industrial customers and end users). The total sample size was 102 and out of that sample, 82 responses were obtained. Data was collected using primary and secondary data sources. Secondary data was collected from past and present articles, as well as GMB sales records for June to August 2013 and June to August 2014.

Research results were then analysed and presented diagrammatically in the form of bar graphs, pie charts and tables. This data collected was then looked at so as to produce valid and reliable findings.

From the research carried out, it was revealed that there was no effectiveness of the rebranding in as far as the customer purchasing decisions were concerned. 81% of the respondents, who are end users, when asked, said their reason for purchase was price, and not the issue of the new package. 82% also revealed to not doing anything different, from what they used to do before the rebranding exercise. Therefore, perceptions were not changed, and neither did the rebranding impact on purchasing decisions.

5.1: Conclusions

5.1.1: Effect of New Package And Logo of The Silo Products On Purchasing Decisions.

From interview with the top management, it was justified that the main reason why they wanted to rebrand was because they realised the decrease in sales and opted to rebrand so as to try and put the product at a better position, so that it can be able to withstand competition. Looking at the sales made before the rebranding and after the rebranding, 47% answered to buying the products before the rebranding and 53% answered to buying the products after the rebranding. There is a significant difference of 6% from the purchases made before the rebranding and purchases made after the rebranding. The researcher resorted to looking at the same period of months for 2013 as well as for 2014. This was meant for ease in analysing the differences in purchases. 75% of the industrial customers believed purchases of the Silo brands made were due to price and not liking of the product. In the interviews undertaken, employees from the production department confirmed that they were lacking on supplies and therefore were failing to meet their standard delivery routine, so most products were not available in-store. It can be concluded that the effect the new package had on the purchasing decisions was successful to a much lesser extent because 82% of the respondents admitted to not doing anything different towards the product, before and after the rebranding. 95% of the industrial customers also revealed no change in sales after the rebranding. This shows that there was no impact.

5.1.2: Customer Perceptions On The New Logo, Colours And Package Of The Silo Products.

Most customers showed a great liking of the mealie meal packages, as they said the new package was easy to carry and stylish. Basically, analysing the responses, it can be concluded that the exercise was carried and most of the packages were not according to the liking of the customers because only great interest was shown on the mealie meal package.

Looking at the perceptions, 82% of the respondents said they did not do anything different from what they used to do before and after the rebranding. This leads to the conclusion that there was no significant difference in the perceptions before and after rebranding. This shows that perceptions, whether good or bad, were not totally wiped out by the rebranding exercise, thereby undermining its impact. 95% of industrial customers also did not see a change in their

stores due to the rebranding and 5% of the industrial customers said that more customers were now beginning to ask about the products in the store.

Holding other things constant, it can be concluded that the perceptions of the customers towards the new packages were still the same as those from the old packages.

5.1.3: Factors Hindering The Success Of An Effective Rebranding Exercise

Looking at the data collected, it can be seen that the organisation did not undergo a proper market research so as to first look at what the customer wants and then implement that accordingly. This is shown by the 75% of the end users, who said they were not even asked about the exercise. This factor alone meant that the exercise would not be a success because they would reproduce something that the customer will not be happy about. This resulted in them still seeing the old Silo in the new packages. From the industrial customers, it was gathered that 82% strongly agreed that the failing in the exercise was due to lack of proper market research. The interviews also confirmed that no market research was done because the marketing department employees when asked of what they thought may have hindered the success, said that it was not a success because no market research was done.

Top management revealed that the funds for the exercise took time to be released, which led to the exercise delaying as well as not being a success.

5.2: Recommendations

The researcher suggests the following to the organisation for future use.

5.2.1: Impact of New Package And Logo Of the Silo Products On Purchasing Decisions

5.2.1.1: Reimplementation Of The Rebranding Strategy

The results show that the rebranding was not a success. Therefore, it is recommended that GMB revisits the exercise and improve on the failures which they have noted. This includes totally involving customers in the exercise (Keller 2003) as well as researching after the exercise to see if anything has to be improved. Despite the price being fair, the organisation

has to ensure that the main reason for purchase prefers the product over others and its attributes and not due to price only.

5.2.2: Customer Perceptions Of The New Logo, Colours And Package of The Silo Products

5.2.2.1: Employee Focus and Involvement

Employees complained that they were not fully involved in the rebranding exercise, as much that was done came down the ranks and their views were not considered. It is therefore recommended that employees are involved in the processes the organisation will undertake because employees have first hand information, (Zeithmal 1996) regarding the views from customers so their views should be considered.

5.2.3: Factors Hindering The Success of An Effective Rebranding Exercise

5.2.3.1: Advertising After Rebranding

From the information gathered, it has been realised that the company did not implement the idea of advertising the new brand to alert the public of the new changes. The marketing department show that they had not set a budget for advertising. Consumers only got to realise about the new product when it was on the shelves, (Hankinson 2007) without them knowing about it before hand. In future, it is recommended that when a change is done on the products, customers should be informed via any media suitable to the company.

5.2.3.2: Consistency In Product Supplies

The interviews showed that not many products were present in the shelves and their supplies had deteriorated due to challenges the organisation is facing with its suppliers. Not many Silo products are readily available on the market. If the organisation was to implement on the rebranding, it had to ensure that the new products will always be on the market. This can be done by stocking many products for future use. When the funds allow, it would be recommended to buy supplies in bulk and then stock to ensure consistency in distribution.

5.2.3.3: Customer Involvement

Of the respondents asked, 75% of the group said they were never asked of their views pertaining the rebranding of the products. If the rebranding exercise is going to be successful, it is necessary to fully involve the consumers (Keller 2003) because they only buy what they like. When the employees from the marketing department were asked, they also confirmed to not carrying out any researches, to see what the customers want. This hindered the exercise.

5.3: Area For Further Study

The researcher recommends a further study in the following topics:

- Stakeholder perceptions on rebranding of products in an organisation

- Analysis of the factors influencing purchasing decisions in the FMCG industry.

- Relevance of rebranding as a strategy to maximise sales

The studies above are suggested so that success can be determined in every aspect of rebranding and activities the organisation is willing to undertake in the future.

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Appendix 1: Letter of Permission

Midlands state University
P. Bag 9055
Gweru

Communications and Corporate manager
The Grain marketing board
Harare

12 September 2014

Dear Madam,
REF: REQUEST TO CARRY OUT A RESEARCH ON THE REBRANDINGOF THE SILO PRODUCTS OF THE GRAIN MARKETING BOARD.

I am a young lady aged twenty two and a fourth year student at the Midlands state University. As a requirement of the Bachelor honours degree in Marketing Management, which i am currently undertaking, all students undertake a dissertation.

My research area is rebranding and i have chosen the rebranding of the Silo products of your organisation to study. I therefore request permission and support to interview and give questionnaires to all the relevant personnel within the organisation. All information collected will be handled professionally and will only be used for academic purposes.

Your support will be greatly appreciated

 For further information and clarification of student detailsplease contactmy assigned supervisor by email at mandinasp@msu.ac.zw.

Yours faithfully

Yeukai Njanji

Appendix 2: Interview Guide

INTERVIEW GUIDE FOR TOP MANAGEMENT

1. What major reasons led to the need to rebrand your products?
2. For how long have you been working in the organisation?
3. Does rebranding influence on customer purchasing decisions?
4. What do you understand about rebranding?
5. What changes have you noted so far, as far as the customer perceptions on your products is concerned?
6. What problems did you encounter whilst carrying out the rebranding exercise?
7. Was the exercise successful?

Appendix 3: Questionnaire for industrial customers

<u>Industrial Customer (Wholesaler and retailer) Questionnaire</u>

Dear Customer

This questionnaire is designed for academic purposes only, to evaluate the impact of rebranding on consumer purchasing decisions with regard to the Grain marketing board. The researcher, Yeukai Njanji, is a fourth year student of the Midlands State University studying towards attaining a Bachelors Degree of Commerce in Marketing Management. The information obtained in this questionnaire will be kept confidential. Your assistance through the completion of the following questions is requested. There will be no wrong or correct answers so please feel free to answer to the questions.

Section A: Demographics and General information

1. Company name (*optional*)..

2. Position in the organisation...

3. Company Location...

4. Gender ☐ Female ☐ Male

5. Age

   ☐ Below 20 years ☐ 20yrs-30yrs

   ☐ 30 yrs - 40 yrs ☐ 40 yrs- 50 yrs

   ☐ 50 yrs and above

Section B: Impact of new package and logo of the silo products

6. Of the following Silo products, please fill in the quantity and prices of the products which you were reselling before and after the rebranding exercise.

Product	Before rebranding				After rebranding			
	Time period – 2013 Quantities e.g. 10			Pricing per unit during the period ($US)	Time period – 2014 Quantities e.g. 10			Pricing per unit during the period ($US)
	June	July	August	US$	June	July	August	US$
Silo mealie meal								
Silo rice								
Silo salt								
Silo sugar beans								
Silo mixed fruit jam								
Silo soya chunks								
Silo samp								
Silo chewy maputi								

7. What factors do you attribute your change in sales to? *Please tick where appropriate*

The new packages and colours	
Price	
Incompetence from other suppliers in the same industry with the Silo brand.	

Section C: Perception of new package

8. Do your customers like the new package, colour, and logo of the Silo products? (*tick*)

Like very much (5) like somehow (4) undecided (3) not really (2) not like at all (1)

Product	5	4	3	2	1
Silo mealie meal					
Silo rice					
Silo salt					
Silo sugar beans					
Silo mixed fruit jam					
Silo soya chunks					
Silo samp					
Silo chewy munchy maputi					

9. How have customers reacted to the new package and colours of the Silo products?

More customers are asking about the Silo products	
Sales quantities have increased	
No change has been noticed as yet	

Section D: Factors hindering the success of an effective rebranding exercise

10. Which of the following factors do you think may have hindered GMB from having an effective rebranding exercise?

Strongly agree (1) agree (2)   moderate (3)   disagree (4) strongly disagree(5)

	1	2	3	4	5
Funding					
Lack of proper market and researches					
Lack of consumer involvement					
Stiff competition					
Pricing strategies					

Thank you for your time

Appendix 4: Questionnaire for end users

Customer (End User) Questionnaire

Dear Customer

This questionnaire is designed for academic purposes only, to evaluate the impact of rebranding on consumer purchasing decisions with regard to the Grain marketing board. The researcher, Yeukai Njanji, is a fourth year student of the Midlands State University studying towards attaining a Bachelors Degree of Commerce in Marketing Management. The information obtained in this questionnaire will be kept confidential. Your assistance through the completion of the following questions is requested. There will be no wrong or correct answers so please feel free to answer to the questions.

Section A: Demographics and General information

1. Gender   ☐   Female   ☐   Male

2. Age

            ☐   Below 20 years   ☐ 20yrs-30yrs

            ☐   30 yrs-40yrs   ☐ 40yrs-50yrs

            ☐   50yrs and above

3. Where do you stay? (*Name location*)..

Section B: Impact of new package and logo of the silo products

4. Which of the following Silo products do you purchase and how often do you purchase them? *please tick where appropriate*

Product	Before rebranding				After rebranding			
	Frequency of purchase			quantity e.g. 10	Frequency of purchase			Quantity e.g. 10
	daily	weekly	monthly		daily	Weekly	monthly	
Silo mealie meal								
Silo rice								
Silo salt								
Silo sugar beans								
Silo mixed fruit jam								
Silo soya chunks								
Silo samp								
Silo chewy maputi								

5. Why do you purchase these Silo products? *tick where appropriate*

Because of the price. It is fair	
I like the new packaging and colours	
I buy the brand because i love it	

Section C: Perception of new package

6. Do you like the new package, colour, and logo of the Silo products? (*tick)*

   Like very much (5) like somehow (4) undecided (3) not really (2) not like at all (1)

Product	5	4	3	2	1
Silo mealie meal					
Silo rice					
Silo salt					
Silo sugar beans					
Silo mixed fruit jam					
Silo soya chunks					
Silo samp					
Silo chewy munchy maputi					

7. How have you reacted to the new package and colours of the Silo products?

I have done nothing different from before	
I am now encouraging friends to buy	
I now like the product more than before	
I started buying due to the new packaging	

Section D: Factors hindering the success of an effective rebranding exercise

8. Before the rebranding exercise, you as a Silo customer, were you asked of your thoughts on what should be changed on the previous product packaging?

I was asked of my view but they were not implemented	
I was asked and the product is according to my liking	
I was not asked	

Thank you for your time