

**THE EFFECT OF INTERNAL BRAND DEVELOPMENT AND BUYER
CHARACTERISTICS ON BRAND COMMUNICATION EFFECTIVENESS
A CASE OF SENATOR EXTRA LAGER.**

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DECLARATION

I, Walekwa Michael, declare that this is my work, and it has never been published, presented or submitted for any other degree award to another university before.

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Dr. Bakunda Geoffrey [Supervisor]

DEDICATION

To my loved family who missed me during the time I was doing this research project.

ACKNOWLEDGEMENT

More knowledge and new experiences especially those acquired during this dissertation, clearly demonstrate that this work is a product of the coordinated inputs from different persons at different levels and capacities. Some of these individuals are academic and non-academic colleagues, others are outstanding professionals in the field of research and still, others are friends. It is time for me to express my sincere gratitude to them for the pleasant attitude shown unreservedly.

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ABSTRACT

This study was prompted by the fact that the sales performance of Senator Extra Lager has not improved over the last two years in spite of the promotional efforts accorded to it by Uganda Breweries Ltd. This scenario was attributed to ineffective brand communication effectiveness, internal brand development, a disregard for the buyer characteristics, poor promotional messages which have consequently led to the poor brand choice. To conduct the study, the researcher employed a cross-sectional survey design and also managed to interview some 164 customers and 20 staff members, a total of 184 respondents and having gathered the data, the researcher then employed the SPSS software and was able to explore the effect of the independent variables on the dependent variable (Brand communication effectiveness) using the Zero Order correlations and the regression model.

The results of the correlations revealed that there are significant and positive relationships between all the study variables except that between Communication Tools/ Selectors and Message Profile. These results were further confirmed by the regression model and from these the researcher derived conclusions that should be enforced for the successful marketing of the Senator Extra Lager. Several recommendations are also proposed for the company for instance the proper identification of the valid segments by the company and this will help in designating the messages that the company sends out so as to create a positive image on its brand and consequently choose the same brand.

CHAPTER ONE

1.0 Background to the study

Firms annually spend hundreds of billions of dollars to implement their marketing strategy. Much headway has been made explaining how these expenditures enhance Brand Communication effectiveness over the short term as firms struggle to enhance the value of their brands (Gabay, and Moskowitz, 2009). More recently, attention has been focused long-term effect of the marketing strategy on Brand Communication effectiveness, particularly with respect to price and place; that is, distribution depth and breadth (Steekamp, 2005; Pauwels, Hanssens and Siddharth 2002). However, there has been little emphasis on the effect of internal brand development and buyer characteristics on Brand Communication Effectiveness. This study therefore intends to examine the influence internal brand development and buyer characteristics have got on effective Brand Communication Effectiveness with particular reference to senator brand a newer beer brand by Uganda Breweries limited.

Uganda's beer market has steadily been expanding since 2004/05 financial year when only 11.5 million cases were sold, compared to 15.5 million cases sold in 2003/2004 financial year (background to budget 2004/2005). In the last two years, the beer market has on average increased by 40 % (Ministry of finance, Planning and economic Development 2004). However, this trend has seen senator larger, lag behind since the brand was launched on to the market by Uganda Breweries Limited in 2004. Senator Lager is a 500ml euro bottle at 6% alcohol content, selling at Ushs 1200 across the country. Seventy-five (75%) of its ingredients are locally produced hence benefiting the local community (Senator Lager National Evaluation Report, 2006). The brand has had

communication and national distribution of mostly rural and peri-urban parts of the country and cultural Galas have been held to increase its choice.

Effective brand communication takes place if the right communication model is applied to communicate the brand (Mc Coy and Hargic, 2003). Although the multiplicity of communication models may create difficulty in electing which model to apply, the multi-step communication model seems to remedy the weaknesses of the most of the brand communication models. This model does not call for a specific number of steps. The exact number of steps depends upon the intent of the source, the availability of the mass media, the extent of audience exposure, the nature, and salience of the message to the audience. The model views communication as a multifaceted, multi-step and multi-directional process. Opinion leaders talk to their listeners. Listeners actively talk to each other (increasingly with discussion groups) and subsequently feedback to opinion leaders. Multi-step communication helps many advertisers to communicate directly to the mass and indirectly through opinion leaders, style leaders, innovators, early adopters, influential individuals and opinion formers.

Advertisers recognize major brands can maintain their credibility by talking (advertising specifically to these leaders as well as to the through other media channels). The message is well endorsed, the communication is multi-channeled, there is interaction between message deliverers and receivers hence the feed back given is well thought about to help the sender make a more informed decision.

Despite the efforts UBL has put on communicating the Senator Extra Lager through various Channels, including cultural Galas, advertising and sales promotion, Brand Communication Effectiveness has remained low signified through low sales performance of less 10% on average countrywide since its inception in 2004, while in Western districts and Kabarole in District in particular, the brand sales have declined signifying low brand choice and therefore a low ranking of the Brand Communication Effectiveness.

Table 1.1: Kabarole District Senator extra Lager brand sales for the period 2004-2006

Financial Year	2004	2005	2006
Sales(crates)	1,848,008	1,615,000	1,297,934

Results in Table 1.1 show that the brand sales declined by 12.6% in 2004/05 financial years that worsened in 2005/2006 financial with a decline at the magnitude of 49% leading to an average decline of 31%. The decline in sales performance imply a decline in brand choice denoting that brand communication could not have been effectively done, right away from the internal brand development and identification of the buyer characteristics such as *attributes*, buyer *benefits* where a strong brand should suggest benefits, not just features and *values*-where a brand is perceived as strong brand when it promotes values to which it adheres. These would generate message content as well as communication tools used hence determining the effectiveness of communication. This study therefore examined whether internal brand development and buyer characteristics are the rationale for ineffective brand communication Effectiveness of Senator Extra Lager.

1.1 Statement of the problem

The sales performance of Senator Extra Lager has not improved over the last two years, despite the marketing communication accorded to it by management Uganda Breweries Ltd. Promotional expenditure for the brand increased by over 70% since its launch including cultural galas, advertising and sales promotion, price is invariable at Ushs 1200, its distribution in the trade improved to at least 75% market coverage. Other efforts have been put towards the improvement of brands attributes yet the performance of the brand has remained as low as less than 10% on average countrywide since its launch in 2004 (Senator Lager Performance Report 2004-2006).

The report further reveals that in Kabarole district, the brand's sales volume has declined at an average of 31% since its inception 2004. The cause of this is anticipated to be within the ineffectiveness of brand communication right way from internal brand development that seems to ignore buyer characteristics, poor message content and poor communication tools that have led to low Brand Communication Effectiveness. This calls for the investigation of low brand choice of Senator Extra Lager.

1.2 Purpose of the Study

The purpose of the study was to investigate whether Internal Brand Development and Buyer Characteristics are the causes of Brand Communication effectiveness in the promotional campaign of Senator Extra Lager.

1.3 Objectives of the Study

- i. To examine the Effect of Internal Brand Development and Message Profile on Brand Communication Effectiveness of Senator Extra Lager campaigns.
- ii. To examine the Effect of Internal Brand Development and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager.
- iii. To examine the Effect of Buyer Characteristics and Message Content on Brand Communication Effectiveness of Senator Extra Lager.
- iv. To examine the Effect of Buyer Characteristics and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager.

1.4 Research Questions

- i. What is the Effect of Internal Brand Development and Message Profile on Brand Communication Effectiveness of Senator Extra Lager campaigns?
- ii. What is the Effect of Internal Brand Development and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager?
- iii. What is the Effect of Buyer Characteristics and Message Content on Brand Communication Effectiveness of Senator Extra Lager?
- iv. What is the Effect of Buyer Characteristics and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager?

1.5 Scope of the Study

1.51 Subject scope

The study focused on Internal Brand Development and Buyer Characteristics as independent variables while Brand Communication Effectiveness was the dependant variable. The study also covered other mediating variables that include Message Profile and Communication Selectors and the way they interlink independent and dependent variables.

1.52 Geographical scope

The study focused on Kabarole district where the performance of the brand has revealed unfavourable results.

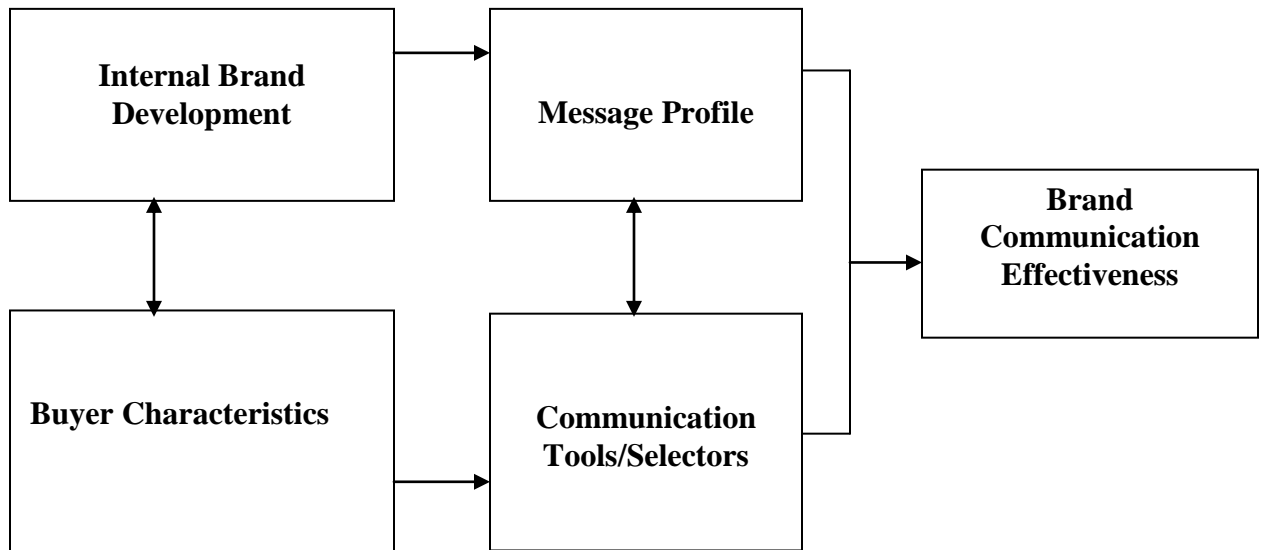
1.6 Significance of the study

The results of the study make contribution to the following: -

- (i) The results are useful for brand managers to improve on their marketing skills of influencing Brand Communication Effectiveness and improving on market share of brands.
- (ii) The study findings contribute to the wealth of knowledge on brand communication Effectiveness.
- (iii) Scholars interested in carrying out further research in this area may use the results as a foundation.

1.7 The Conceptual Framework

Figure 1: The conceptual model for effective brand communication



Source: Joanne Lynch (2003). Brand communication in business to business markets.

The concept is that effective brand communication begins with internal brand development that is influenced by organizational brand building culture, internal communication and salesforce training. However, internal brand development should be done with cross examination of buyer characteristics including organizational need form such buyers, buyer social background traits, buyer behavioral roles and motivational levels.

After internal brand development, message profile should be designed by an agency and must be relevant, timely, clear and stylish to attract the attention of the receiver and the

design of such message profile should take into consideration communication tools or selectors implying that communication selectors are dependent on the message profile.

The interplay between the four variables will lead to effective brand communication and brand choice signified through brand awareness, brand acceptance, increased number of adorners, improved scores in brand equity, message endorsement and the quality of communication feed back.

Thus the study examined the extent to which brand communication of Senator Extra Lager has incorporated the above concepts in its communication process with specific reference, to internal brand development and buyer characteristics, message profile and communication selectors and their effect on brand communication and choice. Specifically, the study examined the Effect of Internal Brand Development and message profile on Brand Communication Effectiveness of Senator Extra Lager, the influence of internal brand development and communication tools on Brand Communication Effectiveness of Senator Extra Lager, the influence of the buyer characteristics and message profile on brand communication effectiveness of Senator Extra Lager, the influence of buyer characteristics and communication tools on Brand Communication Effectiveness of Senator Extra Lager.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter provides an analysis of the existing literature in accordance with the study objectives. However, the chapter begins with the conceptualization of brand communication effectiveness.

2.2 The Concepts Of Brand Communication

There is a common knowledge and belief that it's very difficult to find a definition that captures all nuances, however, here are many attempts that have endeavored to define a brand. Doyle (2001) in his chapter for excellence in advertising defines a brand as a name, symbol, design, or some combination that which identifies a product as having a differential stage while Jones (2004) in what "name" goes beyond a product defines a brand as a product that provides functional benefits plus values that some consumers value to buy.

Thus a brand is a lot more than a slogan or an ad campaign that is a result of any point of contact between the brand and its audiences, although it can best be described as the sum total of all human experiences, perceptions and feeling about a particular thing, product or organization. Brands exist in the conscious of individual and of the public (Gregory, 1997).

Brand communication on the other elevation is the art of bridging the gap between the target audiences and the organization (or product or service) on promotion (Kotler, 1997).

It is the ethereal connection between physical entity, and the audiences believed to best suited to its purchase or promotion.

It can therefore be argued that a brand performs better when this link has been made that is, a brand is only a brand when it is communicated effectively. However, another question that arises is the yardstick used to measure brand choice which should be systematically developed.

New brands that continue to generate a higher proportion of sales and growth in market share when compared to the competition form other close substitutes (Kashani and Miller, 2004). This implies the higher sales and the bigger the market share the better the brand choice.

According to Thomset (2005) brand choice is the decision of the buyer to select a particular brand of product from the array of all brands with similar composition and cost/performance characteristics capable of satisfying the consumers' felt need. Brand choice is a function of any factors that can be embraced under a single roof of brand communication.

These are communication factors that disclose the availability of the brand and its attributes hence influencing the buyer's decision to take a given brand (Bedbury, 2002).

Bedbury (2002) however, denotes that it is not just communication that enhances brand choice, but rather effective communication.

Through effective communication, marketers attempt to build product category needs, create brand awareness, and facilitate purchases hence Brand Communication Effectiveness. Effective brand communication embodies communication strategies or models that are created to impact the audience at deep levels (Paliwoda and Thomas,1998).

Such models involve integrated marketing communications (IMC), that is , the coordination of all promotional activities to produce a unified customer-focussed message in the language of strongly felt emotions, values and passions.

These models can help give us insight into what is going on in the world of communication. These models generally represent relationships, simple diagrams, flows, structures or interactions and they help markets to understand “What’s going on” simplify complex ideas and offer an organized way of looking at complex process. Communication theory models offer a convenient way to think about anything from a speech to major advertising campaign.

2.3 The Communication Models.

Formal communication theory (rhetorical theory) dates back 2,500 years ago to classical Greece when Plato, Aristotle, and the Sophists were speech teachers. However, as a result of the proliferation of mass communications via radio, movies, and television, and empirical scientific methods, communications theory changed in the latter part of the Twentieth century.

The main impetus was the need for propaganda techniques and to persuade troops to fight during World War I and World War II. It should however, be noted with caution, that no model is perfect.

No model takes into consideration the entire possible variables and their relationship to the effective communication process. These models should not be confused with the real situation.

Various scholars have tried to come up with different communication models as discussed. The first of these models according to Clark, (2003), is a single step models where there are three fundamental elements, the sender (or source), the receiver is passive or inactive and the message is comprehended properly. However, this is not the case in reality. We often times see what we want to see and not necessarily what is sent.

An understanding of the target audiences helps in identifying what is important to the audience and how symbols, signs and language are interpreted. The message is coded in an appropriate way, sent through a media channel and, if it gets through all the other noise, finally decoded by the receiver.

However, the model ignores the element of noise that is depicted in Schramm's communication model. In this model the sender monitors message and feedback while taking into account the effect of noise (like whether the receiver changes his/her behaviour, facial expression, beliefs or attitudes) so that the message (and/or the channel in which it is sent) can be modified or changed.

The adoption (Rogers, 1962) is one of the several different hierarchical message models. The model; attempts to map the mental process through which an individual passes on his or her journey towards purchasing, and ultimately adopting (or regularly purchasing) a new product or service.

The models are somewhat simplistic since in reality, some individuals move directly from awareness to trial while other loop backwards from the later stages by never actually getting around trying the new idea, subsequently forgetting it and then having to go through being made aware of it again.

The Shannon & Weaver model (1949) measures the accuracy of message transmission in a given communication system. Shannon did not equate information with meaning. For Shannon, information is the opportunity to reduce uncertainty. Information is the opposite of entropy. Entropy is disorder, randomness, or uncertainty.

According to Shannon, we can overcome channel noise by using redundancy. In fact that is how portable CD players work. They go back over the information to check for errors. Advertisers use redundancy, placing ads over and over, until they are attended to and remembered. The limitations of the model are that it deals only with mechanistic representation of communication, it does not deal with meaning, content, and substance and the common process is linear, there is no feedback in the model.

The model that attempts to remedy deficiencies and actually the basis of the conceptual framework in this study is based on the multi step model. The model views

communication as a multifaceted, multi-step and multi-directional process. Opinion leaders talk to their listeners.

Listeners actively talk to each other (increasingly with discussion groups and subsequently feedback to opinion leaders. The model does not view the mass media as all-powerful and although some people will receive information directly from the media; others will be several times removed from the source. Noise, channels and feedback can be added to the multi-step to make it realistic.

Thus the multi step model's strengths over the other models is the quality of feed back since it is a product of interaction between the opinion leaders and receivers, message endorsement by opinion formers is taken seriously by the receivers and that there are multi channels of communication that enable the message to reach to a large audience within the shortest possible time.

However, the model has to work amidst other mediating variables of communication that include internal brand development and buyer characteristics, communication selectors and message profile displayed in the conceptual model in figure 1.

2.4 Internal brand development, message profile and brand communication effectiveness

Traditionally, internal brand development has been described in external terms with the emphasis focused on communicating brand values to stakeholder such as customers, shareholders and market intermediaries. Brands have suffered form the belief that

branding is a purely external activity (Morison, 2001). Yet, to understand how brands are communicated externally, it is necessary to examine how brand values are first communicated internally to salespeople and other employees.

Bergstrom, Blumenthal and Crothers, (2002) describe three core elements of internal branding; effective brand communication to all employees, convincing employees of the brand's value and relevance and linking every organizational position to the delivery of the brand essence. Encouraging employees to deliver brand values has been described variously as 'living the brand,' (Dowdy, 2001), 'brand enactment' or the development of brand ambassadors' (Meller, 1999).

Brand values are inculcated and disseminated through three main channels, i.e. the organisation's culture, internal communication media and fore industrial salespeople, sales force training. However, these channels must interplay with buyer characteristics external the organization (Thomson, de Chernatony, Arganbrigt,and Khan,1999).

An organization's brand values are derived in part form the organization's culture which has bee defined as 'values, beliefs and norms shared by members of an organization (Kowalczyk and Pawlish, 2002).Looking specifically at the culture that exist within an organization's sales force, it has been suggested that a link may exist between culture and factors such as choice, motivation and communication (Jackson and Tax, 1995).

Internal brand communications include all verbal and written messages about the organization and its brands. Jackson and Tax, 1995 further identify a number of different

vehicles that are used to communicate and reinforce values including the use of symbols, rites and rituals, ceremonies, heroes, stories and jargon.

The need to communicate emotional as well as functional brand values is highlighted by Thomson et al, (1999) as they emphasize the need for staff to ‘internalize’ emotional brand values to deliver the brand promise. The language and terminology used to express brand values impacts on how values are received and adopted by employees. ‘Brand values are the driving characteristics that shape the behaviour of a brand and words are an aspect of behaviour.

Thus we need to use words that reflect the values of the brand. It is worth noting that brand values are recognized by buyers, thus buyer characteristics should be closely monitored in developing and communicating the brand.

2.5 Internal brand development, communication tools and brand communication effectiveness

The need for investment in sales training has long been recognized with a considerable literature devoted to the skills and knowledge deemed necessary for effective personal selling (Churchill, Ford and Walker, 1990).

The actual methods used to train sales staff differs from organization to organization but most companies appear to use a combination of on-the-job training and learning accentuated by internal and external courses.

While there is little agreement on the most effective forms of training, the content of most sales training focuses on product, company and market knowledge as well as sales negotiation techniques. Roman, Ruiz and Munuera (2002) emphasize that greater investment alone in sales training will not necessarily lead to better sales choice. Rather, they assert that it is the training methods used and' more importantly, the topics covered in sales training implementation' that will impact most on sales choice. Humphreys and Williams (1996) in a study examining the relative importance of technical product attributes and buyer-seller interactions, commented on the need for sales training 'to increase the attention given to communication skills focusing understanding buyer communication styles, and how to flex personal styles in order to maximize communication effectiveness.

This is in line with other research that found that industrial buyer responses to sales presentations were influenced strongly by the way in which the buyer perceived the credibility of the salesperson and the appropriateness, of the message (Forrester and Locander, 1989). Forrester and Locander, (1989) commented on the appropriateness of the message to mean the timeliness, clarity, relevancy and the stein which it communicated. Desai and Majahan (1998) emphasize the need for salespeople to receive special training concentrates on the cognitive aspects of the offering.

Similarly, Williams, Spiro and Fine (2000) suggest that different values of a brand should be communicated to different buyer types, based on the buyer' personal characteristics and role in the organization.

The available literature reveals the importance of internal brand development and communication tools but does not link it to brand Communication effectiveness. Hence the study examined how Internal Brand Development links the message developed to brand communication and choice.

Internal brand message developed will achieve the desired objective only when it is effectively communicated. It is argued that for this to happen communication selectors such as sales people need to adapt the components of a brand message to respond the differing information processing capabilities of the members of the buying center (Holt, 2003).

Brand communications that do not recognize the value of communication selectors may adversely undermine the sales process. More specifically we postulate that: firms need to ensure their salespeople are trained to understand and communicate emotional brand values externally in response to buying centre concerns and needs. Firms also have to recognize the importance of other communication tool such as advertising / PR, sales promotion, direct marketing and tradeshows.

However, the importance of such tools and then the way they link with message profile to improve brand communication effectiveness has not been mentioned by the researchers, and is partly the basis for this study.

2.6 Buyer Characteristics, Message Content and Brand Communication Effectiveness

According too Thompson, Knox and Mitchell, (1998), in attempting to build a set of positive associations for the brand , the marketer should consider three dimensions that can communicate meaning. For example, consider the brand destination in relation to the following dimensions or buyer characteristics.

Attributes- a strong brand should trigger in the Buyer's mind certain attributes. Thus Dubai triggers a picture of beaches, hot weather, culture, and fantastic shopping experiences.

Benefits- a strong brand should suggest benefits, not just features. Thus Dubai triggers the idea of having a good 'winter –sun' holiday experience at a relatively low price, but with the added dimension of culturally different to that which we are familiar with.

Values –a strong brand should promote values to which it adheres. Thus cities like Dubai are proud of its blend of people and culture, as well as the numerous attractions that they offer – and these always communicated to the buyer.

The process of identifying and building brand values should be consistent with the process of marketing communications using different communication tools. As we have already seen, the environment in which the message is communicated to the potential buyer is as important as the content of the message itself.

The values and expectations that buyers have of a brand must be clearly identified before work on the marketing message can commence. This issue of brand positioning is one of the great significance and it should start with buyers, rather than ending with them.

However, it is not possible simply to ask buyers what they think about a destination brand, or at least, not if the purpose is to identify the underlying characteristics which

make up the destinations image. In other words, destination brands or brand choice is strong when their name is associated with positive characteristics in the buyer's mind through the message sent. The marketer's job is to create a brand identity that builds on these dimensions.

2.7 Buyer characteristics, communication selectors and brand communication effectiveness

There is also a considerable body of literature suggesting that effective sales choice is linked to the salesperson's ability to adapt presentations to different selling situations including buyer characteristics (Weitz, 1981). Schmitz (1995) however, proposes that successful sales representatives adapt their sales strategies according to the information processing routes taken by the buyers.

Research has indicated that motivation and involvement can vary within a buying centre, influenced by the factors such as product type and buying situation (Hutt, and Speh 2001).

It is important therefore, to acknowledge that brand messages may be processed differently by individual buying centre members and this should be reflected in sales strategies.

As the amount of control over message content delivered through the sales force depends on factors such as training , sales force management procedures, advertising and tradeshows and overall corporate objectives, there is a need for explicit management of internal and external brand communications.

This is shown in the conceptual models that indicate the way that internal brand development and communication, augmented through effective external brand communication enables a more balanced cluster of functional message profile and the way it is communicated which positively influences brand communication effectiveness.

2.8 Conclusion

There is a gap in the knowledge bases of both branding and Brand Communication Effectiveness with a need for a much deeper understanding of how brands are perceived and used by individuals. The researcher has highlighted a number of areas where the limited research is out dated and lacking in empirical evidence and have advanced propositions to stimulate research into this important issue. Research is needed about the way the industrial sales person communicates brands to individual buyers and factors that influence the effective communication of the brand, hence brand and choice.

This research paper sought to draw attention to the potentially powerful role of internal brand development, the way it influences message profile and communication selectors and its final influence on brand communication and awareness and that eventually determine Brand Communication Effectiveness. This was done in the proceeding chapters.

CHAPTER THREE: METHODOLOGY

3.1 Introduction

This chapter outlines the methods that were used during the research study. The basic contents in this chapter include; research design, the target population, sample selection, data sources, and data collection instruments and data analysis techniques.

3.2 Research design

A cross-sectional analytical survey design was adopted to accomplish the study requirements of the study. The researcher sourced data from both primary and secondary sources.

3.3 Sampling design

3.31 Target population

This included the residents of trading centers in Kampala district , the brand manager of Senator Lager and Sales representatives of the brand from UBL. The district has a diverse ethnic background with rich cultures which include for instance the Baganda, Batooro, Bakiga,. These trading centres include an estimated 139, 278 persons and there are some 23 Senator Sales representatives including the Senator Brand Manager.

3.4 Sample size

Yamane (1967) provides a formula for calculating the sample size when the population is large (above 200).

This is stated here under.

$$n = \frac{N}{1+N(e)^2}$$

Where n is the sample size, N is the population size and e is the degree of precision that the selected population is the right one. The researcher is 85% confident that in the population of 139,278, some of them drink beer and the sample size is computed as follows:

$$n = \frac{139,278}{1+139,278(0.15)^2}$$

$$n = 177$$

For purposes of selecting the key informants that are the brand managers, the sampling strategy of census for small populations (less than 200) will be adopted Glenn (1992). Thus for Senator Extra Lager with sales representative and brand managers estimated at 23 people, the whole census of 23 was studied leading to total respondents of 200 respondents. The above sample information is summarized in Table 3.1 below for clarity.

Table 3.1: Sample Information of the Respondents

Category	Population size	Sample size
Customers	139,278	177
Brand managers and sales representatives	23	23
Total	139,301	200

3.5 Sampling methods

Stratified random sampling, a method that has been employed overtime by scholars because it helps generate rational samples, was applied in the selection of the respondents from the customers and major towns in the district to form different strata from which respondents were selected. Purposive sampling method on the other hand was employed in the selection of sales representatives and brand managers since the researcher was looking for the respondents for respondents with specific knowledge about the brand.

3.6 Sources of data

Both primary and secondary sources of data were employed in the study. Primary data was gathered using the questionnaires that were designed while on the other hand, the secondary data was gathered using journals, magazines and UBL documentation.

3.7 Research Instrument

Quantitative data from the respondents was collected using face to face structured questionnaires. This involved questions with answer categories from which the respondent had to tick to indicate their opinions. The justification for this method of data collection is that quick responses were needed and at the same time, the researcher didn't want the respondents to delay with the research instruments with the respondents. In addition, the researcher also sought for key informants who provided information not known to the other respondents yet was deemed vital for the study problem under investigation.

3.8 Procedure

Having obtained a go ahead from the supervisor, the research instrument was pre-tested, reliabilities analysed and finally the research instrument was distributed among the sample respondents. This was targeted at enhancing the response rate of respondents because the better designed an instrument is, the better the respondent finds it easier to provide information that the research instrument is calling for.

Data was collected with the help of two research assistants who administered questionnaires to customer respondents. However, the questionnaires to the management respondents were mailed and collected at an appointed time since these respondents have a specific address so this presented less challenges since the researcher is part of the sales staff in the company. The data was then set ready for analysis. However, this process was preceded by the testing the validity and reliability of data collection instruments following the steps described below.

3.9 Measurement of variables

The measurement of major variables was done as per the following rationale:

Effectiveness of Communication was measured by the ability of the communication to arouse the consumer's awareness about the existence of the brand and the scales used can be linked to the work of Pervan and Vocino (2008). While Brand Communication Effectiveness was measured by the rate at which the brand is adored, accepted and consumed can be linked to the work of Lawer and Knox (2006).

3.10.1 Validity and Reliability of research instruments

3.10.2 Validity

This refers to the extent to which the measurement technique or instrument actually measures the attributes that were intended in the research. The researcher designed the research instruments which guided what would be used to solicit data from the sample of respondents. The instruments were given to the two selected lecturers from the business school to ascertain their validity and find out whether they tap the information that would answer the questions in the study. Content validity index (CVI) was then used to establish validity of the instruments using the formula below:

$$\text{Content validity index (CVI)} = \frac{\text{Highest rating scale} \times 100}{\text{Total number of items \{questions\}}}$$

The instruments had favourable reliability and validity values as indicated by the table below since these coefficients were at least above 0.6 for every variable.

3.10.3 Reliability

Reliability refers to the level of dependability of the questions in the research instrument. To ensure this, the instrument was first pre-tested in the areas of study on few of the subjects and the reliabilities were generated using the Cronbach alpha coefficient. The research instrument was found to be reliable since all the items were observed to have their Cronbach Alpha Values above 0.6 as shown in the table 3.2 below.

Table 3.2 The Reliability results for the Staff Research Instrument

Internal Brand Development	Anchor	Cronbach Alpha	CVI
Organisational Brand Development Culture	5 point	.8947	.7143
Sales Force Training	5 point	.6267	.7500
Internal Communication	5 point	.6200	.5000
Communication Tools	Anchor	Cronbach Alpha	
Advertising P/R	5 point	.8349	.8333
Trade Shows	5 point	.8077	.8750
Direct Marketing	5 point	.9104	.7143

Table 3.3 The Reliability results for the Consumer or Client Research Instrument

Brand Communication Effectiveness	Anchor	Cronbach Alpha	CVI
Brand Awareness	5 point	.6051	.8000
Buyer Acceptance	5 point	.7473	.6000
No of Adorers	5 point	.9730	.7500
Message Endorsement	5 point	.6945	.8333
Brand Choice	5 point	.7472	.8000
Quality of Feedback	5 point	.6879	.6667
Buyer Characteristics	Anchor	Cronbach Alpha	
Buyer Attributes	5 point	.5875	.6250
Buyer Role	5 point	.7615	.8000
Benefits	5 point	.5647	.6000
Message Profile	Anchor	Cronbach Alpha	
Relevancy	5 point	.5685	.8000
Timeliness	5 point	.5079	.8333
Clarity	5 point	.6238	.8333
Style	5 point	.5079	.6667

3.11 Data processing and Analysis

Once the questionnaires were collected from the field, the next stage involved sorting, editing and coding the questionnaires so as to achieve the accuracy and completeness of the research analysis process. The questionnaires were later then entered into the computer using the Statistical Package for Social Scientists (SPSS 11.0) computer package for analysis. The data was cleaned and analyzed relative to the research objectives. In the analysis process, the statistical tools such as the Cross tabulations, Zero Order Correlations and the Regression Analysis were used to establish the effect of the predictor variables i.e. Buyer Characteristics, Internal Brand Development, Message Profile, Communication Tools/ Selectors on the Dependent Variable which was Brand Communication Effectiveness.

CHAPTER FOUR: RESULTS AND FINDINGS OF THE SURVEY

4.1 Introduction

This chapter contains the results and their interpretation. The presentation in this chapter shows the results as tested according to the objectives of the study. The chapter begins with the background or sample characteristics of the respondents, both staff and clients, presenting data regarding such attributes as gender, tenure, position and age group. Further in the chapter, the results regarding the links between the variables are presented using both correlations and the regressions and chapter winds up with Analysis of Variance results for the study variables. The whole chapter is guided by the study objectives and these are;

- i) To examine the effect of Internal Brand Development and Message Profile and on Brand Communication Effectiveness of Senator Extra Lager
- ii) To examine the effect of Internal Brand Development And Brand Communication tools on Brand Communication Effectiveness of Senator Extra Lager
- iii) To examine the effect of Buyer Characteristics and Message Content on Brand Communication Effectiveness of Senator Extra Lager
- iv) To examine the effect of buyer characteristics and brand communication tools on Brand Communication Effectiveness of Senator Extra Lager

4.1 Sample Characteristics

4.11 Gender Category of Respondent

The results in the table below illustrate the distribution of the gender across the category of the respondents.

			Category		Total
			Customers	Staff	
Gender	Male	Count	115	17	132
		Row %	87.1%	12.9%	100.0%
		Column %	70.1%	85.0%	71.7%
	Female	Count	49	3	52
		Row %	94.2%	5.8%	100.0%
		Column %	29.9%	15.0%	28.3%
Total	Count	164	20	184	
	Row %	89.1%	10.9%	100.0%	
	Column %	100.0%	100.0%	100.0%	
			$X^2 = 1.946$	df = 1	Sig. = .163

The results in the table above show that the males (71.7%) dominated the sample while their female counterparts contributed 28.3% of the sample respondents. Furthermore, overall the staff also comprised a lesser proportion (10.9%) than the customers (89.1%) among the sample respondents. Chi-square test results showed that there is no association between one's Gender and the respondent category to which the respondent belongs (Sig. = .163).

4.12 Age Group and Category of Respondent

The results in the table below display the distribution of Age Group by category of the respondent .

Table 4.12 Age Group and Category of Respondent			Category		Total
			Customers	Staff	
Age Group	18-30 yrs	Count	114	11	125
		Row %	91.2%	8.8%	100.0%
		Column %	69.5%	55.0%	67.9%
	31-40 yrs	Count	38	8	46
		Row %	82.6%	17.4%	100.0%
		Column %	23.2%	40.0%	25.0%
	41-50 yrs	Count	10	1	11
		Row %	90.9%	9.1%	100.0%
		Column %	6.1%	5.0%	6.0%
	Over 50 yrs	Count	2		2
		Row %	100.0%		100.0%
		Column %	1.2%		1.1%
Total	Count	164	20	184	
	Row %	89.1%	10.9%	100.0%	
	Column %	100.0%	100.0%	100.0%	
			$X^2 = 2.852$	df = 3	Sig. = .415

The results above show that the majority of the respondents were in the 18-30 year age group (67.9%), and on the other hand, respondents in the 31-40 year, 41-50 year and the Over 50 year age group comprised 25.0%, 6.0% and 1.1% of the sample respectively. Among the respondents in the most dominant age group, 91.2% were Customers and 8.8% were staff members of the Uganda Breweries Limited. Chi-square tests also showed no association between one's age group and the category of the respondent i.e. whether client or staff (sig. = .415)

4.13 Highest Education Level by Respondent Category

The results in the table below were generated to explore the nature of the education level of distribution across the categories of the respondents.

Table 4.13 Highest Education Level by Respondent Category			Category		Total
			Customers	Staff	
Education Level	Ordinary Level	Count	42		42
		Row %	100.0%		100.0%
		Column %	25.6%		22.8%
	Advanced Level	Count	64		64
		Row %	100.0%		100.0%
		Column %	39.0%		34.8%
	Diploma	Count	27	2	29
		Row %	93.1%	6.9%	100.0%
		Column %	16.5%	10.0%	15.8%
	Degree	Count	27	14	41
		Row %	65.9%	34.1%	100.0%
		Column %	16.5%	70.0%	22.3%
	Post Graduate	Count	4	4	8
		Row %	50.0%	50.0%	100.0%
		Column %	2.4%	20.0%	4.3%
Total		Count	164	20	184
		Row %	89.1%	10.9%	100.0%
		Column %	100.0%	100.0%	100.0%
			$X^2 = 48.973$	df = 4	Sig. = .000

The majority of the respondents were holders of Advanced Level qualifications (34.8%) while only a small minority was holders of the Post Graduate qualifications (4.3%). The results also revealed that among the staff, there were no respondents with holding Ordinary level or Advanced Level qualifications. The minimum qualification observed among the staff members were the Diplomas, and the Diploma holders comprised 10.0% of the staff category. There was also an association between one's education level and the category of the respondent (sig. = .000)

4.14 Period of drinking Senator Extra Larger by Ranking for Senator Extra

Larger relative to other liquors Distribution among the customers.

The results in the table below not only show the distribution of the Period for which individuals have been drinking Senator Extra Larger but also the customer Ranking for Senator Extra Larger compared to other liquors.

4.14 Period of drinking Senator Extra Larger by Ranking for Senator Extra Lager relative to other liquors Distribution among the customers.			Ranking for Senator Extra Lager relative to other liquors			Total
			Bad	Good	Very Good	
Period of drinking Senator Extra Larger	0-2 yrs	Count	7	59	39	105
		Row %	6.7%	56.2%	37.1%	100.0%
		Column %	50.0%	67.0%	63.9%	64.4%
	3-5 yrs	Count	5	25	21	51
		Row %	9.8%	49.0%	41.2%	100.0%
		Column %	35.7%	28.4%	34.4%	31.3%
	Over 5 yrs	Count	2	4	1	7
		Row %	28.6%	57.1%	14.3%	100.0%
		Column %	14.3%	4.5%	1.6%	4.3%
Total		Count	14	88	61	163
		Row %	8.6%	54.0%	37.4%	100.0%
		Column %	100.0%	100.0%	100.0%	100.0%
			$X^2 = 5.330$	df=4	Sig. = .25	

The results showed that the majority of the respondents have been drinking the beer for 0-2 years (64.4%), (31.3%) have been drinking it for 3-5 years, and some 4.3% have been working for Over 5 years. It was also noted that most of those who have been drinking it for over 5 years, the majority (57.1%) rated it as Good and only 8.6% rated it as Bad. Chi-square test results showed no association between one's ranking and the period for which the person has been taking the beer (Sig. = .250)

4.15 Position by Tenure Distribution

The results below show the distribution of position ranking of the staff members, who participated in the study by the period for which they have been working i.e. their tenure.

Table 4.15 Position by Tenure Distribution		Tenure			Total	
		0-2 yrs	3-5 yrs	Over 5 yrs		
Ranking	Top Management	Count		4	1	5
		Row %		80.0%	20.0%	100.0%
		Column %		50.0%	25.0%	25.0%
	Middle Management	Count	4	4		8
		Row %	50.0%	50.0%		100.0%
		Column %	50.0%	50.0%		40.0%
	Lower Management	Count	4		3	7
		Row %	57.1%		42.9%	100.0%
		Column %	50.0%		75.0%	35.0%
Total	Count	8	8	4	20	
	Row %	40.0%	40.0%	20.0%	100.0%	
	Column %	100.0%	100.0%	100.0%	100.0%	
		X ² =11.143		df = 4	Sig. = .025	

Most of the staff members who participated in the study were of the Middle Management positions (40.0%) and the minority (5.0%) was in the Top management positions. Among the Lower Management members, 57.1% had worked for 0-2 years and 42.9% for over 5 years. The chi-square test results also showed an association between the level of management of an individual and the period for which an individual has been working (Sig. = .025)

4.2 Relationships Between The Variables

The Pearson (r) correlations were used to examine the nature of the relationships between the variables in the study (table 4.2 below).

Table 4.2 Relationships between the Variables

	1	2	3	4	5
Buyer Characteristics (1)	1.000				
Internal Brand Development (2)	.174*	1.000			
Message Profile (3)	.490**	.165*	1.000		
Communication Tools/ Selectors (4)	.171*	.570**	.123	1.000	
Brand Communication Effectiveness (5)	.479**	.178*	.390**	.211**	1.000
* Correlation is significant at the 0.05 level (2-tailed).					
** Correlation is significant at the 0.01 level (2-tailed).					

4.21 The effect of Internal Brand Development and Message Profile On Brand Communication Effectiveness of Senator Extra Lager

The results in the table above revealed that Internal Brand Development is significantly and positively related to Brand Communication Effectiveness ($r = .178^*$, $p < .05$). Likewise, Message profile was also observed to be significantly and positively related to Brand Communication Effectiveness ($r = .390^{**}$, $p < .05$). This implies that the better a promotional message is timely, clear and easy to understand and perceived as both relevant and stylish to the target audience, the more the Message of the company will be effective at achieving the targets the company has in mind..

4.22 The effect of Internal Brand Development and Brand Communication

Tools on Brand Communication Effectiveness of Senator Extra Lager

The results further revealed that the Internal Brand Development is also positively related to Brand Communication Tools ($r = .570^{**}$, $p < .05$). On the other hand, Brand Communication Tools was also positively related to Brand Communication Effectiveness ($r = .211^{**}$, $p < .05$)

4.23 The Effect of Buyer Characteristics And Message Profile On Brand Communication Effectiveness of Senator Extra Lager

The correlation results also revealed both Buyer Characteristics And Message Profile are positively related to On Brand Communication Effectiveness and the parameters for these relationships respectively are; ($r = .479^{**}$, $p < .01$) and ($r = .390^{**}$, $p < .01$).

4.24 The effect of buyer characteristics and brand communication tools on brand communication effectiveness of Senator Extra Lager

The results also showed that buyer characteristics are significantly and positively related to brand communication effectiveness ($r = .479^{**}$, $p < .01$) as is brand communication tools ($r = .211^{**}$, $p < .05$).

4.3 The Regression Model

Regression analysis was used to determine the extent to which the predictors i.e. Buyer Characteristics, Internal Brand Development, Message Profile and Brand Communication Tools/ Selectors can explain the dependant variable i.e. Brand Communication Effectiveness (Table 4.5.1).

Table 4.3 Regression Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	Dependent Variable: Brand Communication Effectiveness	
Model	B	Std. Error	Beta	R Square			Adjusted R Square	F Change
(Constant)	1.459	.373		3.916	.000		.239	
Buyer Characteristics	.273	.083	.293	3.289	.001		.216	
Internal Brand Development	8.132E-02	.104	.072	.784	.434		10.217	
Message Profile	.220	.089	.219	2.485	.014		.000	
Communication Tools/ Selectors	6.622E-02	.088	.068	.750	.455			

The results showed that the predictors can explain up to 21.6% of the variance in Brand Communication Effectiveness (Adjusted R Square = .216). The regression model was also valid (sig. F Change = .000).

4.4 Analysis Of Variance (ANOVA) Results

4.41 ANOVA Results for Education Level by variable

ANOVA results (table 4.21 below) indicated that among the customers, there are significant differences on all the variables i.e. Brand Communication Effectiveness, Buyer Characteristics and Message Profile.

Table 4.41 ANOVA Results for Education Level by variable		Mean	Std. Deviation	Std. Error	F	Sig.
Brand Communication Effectiveness	Ordinary Level	3.83	0.48	0.07	5.383	.000
	Advanced Level	3.74	0.63	0.08		
	Diploma	3.73	0.73	0.14		
	Degree	3.20	0.71	0.14		
	Post Graduate	3.13	0.55	0.27		
Buyer Characteristics	Ordinary Level	3.84	0.53	0.08	4.143	.003
	Advanced Level	3.73	0.67	0.08		
	Diploma	3.75	0.83	0.16		
	Degree	3.19	0.86	0.17		
	Post Graduate	3.26	0.31	0.15		
Message Profile	Ordinary Level	4.07	0.49	0.08	4.092	.004
	Advanced Level	3.88	0.68	0.09		
	Diploma	4.02	0.72	0.14		
	Degree	3.41	0.89	0.18		
	Post Graduate	3.65	0.61	0.30		

On perceptions regarding the Senator Extra Lager promotional Message Profile, it was the Ordinary Level qualification holders who perceive it to be most favourable (Mean = 4.07) while those customers who have Degrees (Mean = 3.41) perceive the message profiling to be least favourable to them.

4.42 ANOVA Results for Gender by variable

The ANOVA results for gender by variable of the customers also revealed that there are significant differences between the gender categories on Brand Communication Effectiveness, Buyer Characteristics and Message Profile.

Table 4.42 ANOVA Results for Gender by variable		Mean	Std. Deviation	Std. Error	F	Sig
Brand Communication Effectiveness	Male	3.75	0.61	0.06	6.440	.012
	Female	3.47	0.72	0.10		
Buyer Characteristics	Male	3.76	0.68	0.06	6.299	.013
	Female	3.45	0.79	0.11		
Message Profile	Male	3.97	0.64	0.06	6.169	.014
	Female	3.67	0.80	0.12		

On the perceptions regarding the Message Profile of Senator Extra Lager, the Males (Mean = 3.97) had slightly better perceptions than their Female Counterparts (Mean = 3.67) with significant differences between these two gender categories (Sig. = .014)

CHAPTER FIVE

DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the discussion of the findings from the previous chapter. This chapter is divided into three main sections. The first section presents the discussion. The second deals with the recommendations and the conclusions while the third and final section presents the areas for further research. Furthermore, this chapter presents the interpretations and the discussions relative to the research objectives of the study which are presented together with recommendations.

5.2 The effect of Internal Brand Development and Message Profile and on Brand Communication Effectiveness of Senator Extra Lager.

The results in the previous chapter revealed that there is a positive and significant relationship between Internal Brand Development, Message Profile and Brand Communication. These findings are consistent with those of Cox and Cox (2001), who conducted a message on message framing for communication effectiveness and results. Their study reveals that the profile of the message is very essential in ensuring that the Brand is communicated effectively. These researchers also highlight the fact that the framing and content of the message should be assigned a greater focus take if the business communication experts are to realise the goals and objectives of their communications (Pervan and Vocino 2008).

5.3 The effect of Internal Brand Development and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager

The results from the previous study revealed that Internal Brand Development and Brand Communication Tools both positively influence Brand Communication Effectiveness. These results can further be supported by the work of Lawer and Knox (2006). The duo explored the concept of Brand Development and their work reveals that in ensuring Effective Brand Communication, it is essential to keep in mind the fact that the Internal Brand Development and the tools thus used should be selectively and systematically chosen since they have a great impact on the final consumer choice in today's societies filled with different Brand communications which the consumers can compare from time to time in a bid to find the best deal (Pitt *et al.*, 2002).

5.4 The effect of Buyer Characteristics and Message Content on Brand Communication Effectiveness of Senator Extra Lager

Buyer Characteristics and Message Content were observed to be positively related and these facts were likewise positively related to Brand Communication Effectiveness. To support these findings, it is important to recall that consumers today are characterised by the fact that they tend to keep in constant communication with other consumers or clients who share similar experiences and interests about a certain specific brand and the communications that the company may raise regarding the same (Lawer and Knox, 2006). It is therefore the work of the company to identify and target those segments that are essential for the effectiveness of the Message.

5.5 The effect of Buyer Characteristics and Brand Communication Tools on Brand Communication Effectiveness of Senator Extra Lager

Buyer Characteristics were further observed to be positively related to Brand Communication Tools and Brand Communication Effectiveness. These findings are also supported by the findings of Tapscott and Ticoll, (2004) which reveals that since the buyers have evolved from the non-participating spectators who wait for the product and then purchase it at the shelves, today's consumers or buyers have a more active role and as such the companies cannot afford to work independently in developing and communicating their brands. To the contrary, the buyers today have more channels open to them to communicate their expectations and interests which should be incorporated in the design and communication of a brand (Tapscott and Ticoll, 2004) if the brand communication is to be effective and generate the desired responses from the consumers. Lawer and Knox, (2006) states that that sometimes the influence of the buyer in the design and communication of a brand arises from the fact that the consumers may be tired of the existing product.

5.6 Conclusions

In light of the afore stated discussion and recommendations, the following conclusions can be drawn;

i.) It is clear that Internal Brand Development at the Uganda Breweries company should be harmonised with the expectations of the key segment members and these expectations consequently incorporated in the nature of the message so as to ensure Brand Communication effectiveness and consequent survival of the Senator Extra Lager Brand.

- ii) Companies should be aware of the fact that there are various communication tools which can be used when institutions are communicating their brands. Tools which may be effective in a particular period may prove obsolete in another period. Thus it is imperative that the brand managers are aware of which tools to apply over a certain period.
- iii) Mass communications is not always the best way to structure the brand communication in the industry. As such the company needs to designate more cost effective ways to communicate and send out the messages regarding the brand as precisely as they can.

5.7 Recommendations

The following recommendations are hereby suggested for the better of the communication tools and some are more effective than others from the consumer perspective (Pitt *et al.*, 2002).

- i) Companies should periodically ensure that they conduct market surveys so as to evaluate the impact of the previous campaigns in as far as Brand communication Effectiveness is concerned.
- ii) Organizations' should also ensure the provision of communication channels through which the consumers can easily access the company. This is because the findings and the previous research work has revealed that customers have greater opportunities more than ever before to validate the marketing programs and the claims that a company may raise over a brand (Ind and Rioldino, 2001). However, their conclusions are normally subjective and

filled with doubts and unanswered questions. Consequently, the company should ensure that for instance there is a toll free number so that consumer groups that have questions about the product can easily confirm their doubts or fears.

iii.) Companies should also ensure that they have clearly identified and valid buyer segments since the findings have revealed that people in a particular segment tend to communicate and share interests and experiences regarding the brands. The messages also that the company raises should address the needs of the consumers.

5.8 Areas for Future Research

Future researchers are hereby called upon to investigate the various methods of communication channels which the segment members use in order to share experiences and interests regarding the brands in question.

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Appendix I

MAKERERE UNIVERSITY BUSINESS SCHOOL

For Staff Members

Dear respondent,

This questionnaire is intended to facilitate the study on “**The influence of Internal Brand Development and Buyer Characteristics on communication Effectiveness; A Case of Senator Extra Lager**” The study is for *academic purposes and is carried out as partial requirement of the award of Masters of Science In Marketing*. Your responses will also be treated with *utmost confidentiality*. Thank you very much for your valuable time.

SECTION A: Background Information

1. Gender Male Female

2. Age of respondent in years

Age Group [Choose One]	18 - 30	31 - 40	41 - 50	Over 50

3. Highest level of education

Qualification	Ordinary Level	Advanced Level	Diploma	Degree	Post Graduate	Other (Please specify)

4. How long have you worked with **Uganda Breweries Limited**

Tick under one of the options	0-2 years	3-5 years	Over 5 yrs

5. How would you rank your position at **Uganda Breweries Limited**

Tick under one of the options	Top Management	Middle Management	Lower Management

	Internal Brand Development	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
	♦ Organisational Brand Development Culture					
1	The company gives adequate support to the brand building process.					
2	Ideas on a brand are researched upon.					
3	Product objectives are clearly stated by the company.					
4	The process of idea conceptualization is thorough.					
5	Products are clearly defined and differentiated.					
6	A lot of effort is devoted to developing a brand.					
7	The brand is designed to occupy a permanent place in the mind of the customers.					
	♦ Sales force Training					
1	I was trained on-job when I joined Uganda Breweries					
2	The training I got gave me confidence to do the work I am supposed to do					
3	I am more capable at accomplishing tasks given to me after being trained					
4	I feel I have received much after training at Uganda Breweries					
5	I have had off-job training too(training outside office)					
6	The company is always willing to sponsor my training					
7	Training has enhanced performance in Uganda Breweries					
8	Employees can perform without further training from the Uganda Breweries Management.					
	♦ Internal Communication					
1	In case of any changes employees are verbally informed by management					
2	Employees learn of changes/ news before the outsiders.					
3	Employees have regular meetings with management					
4	Employees communicate to management levels frequently.					
5	In the meetings I feel free to contribute ideas.					
6	Information flow from TOP to BOTTOM in form of feedbacks is common (from management to staff)					
7	Information flow from BOTTOM to TOP in form of feedbacks is common					

	Communication Effectiveness And Brand Choice	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	I know where all Senator Extra Lager outlets are located in my area					
2	I am very much aware of the taste and smell of Senator Extra Lager					
3	The Uganda Breweries often communicates to the Public whenever there are changes in Senator Extra Lager					
4	I am very much aware of all the rates charged for Senator Extra Lager					
5	Whenever anyone talks of a quality drink, Senator Extra Lager comes to my mind					
6	For persons trying to find a good drink, I recommend Senator Extra Lager					
7	I associate Senator Extra Lager dealers with courtesy and friendliness					
8	Senator Extra Lager would be my first choice.					
9	I would not go for another drink if Senator Extra Lager was banned					
10	If Senator Extra Lager was banned, it would make I would find difficulty trying another drink					
11	I consider myself to be loyal to Senator Extra Lager					
	Message					
1	Senator Extra Lager has been portrayed as a drink for all Ugandans					
2	I receive greater value for money from Senator Extra Lager than other spirits					
3	Senator Extra Lager should be drunk during happy moments and occasions.					
4	I consider Senator Extra Lager as the leading spirits brand					
5	I like the way Senator Extra Lager messages are designed					
6	Senator Extra Lager makes one look tough					
7	Senator Extra Lager is a strong drink					
8	Senator Extra Lager is a high quality drink					

	Communication Tools	<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Promotions are organized for persons to encourage Senator Extra Lager purchases					
2	The advertisement shows that Senator Extra Lager is pure and safe to drink.					
3	The advertisement implies that Senator Extra Lager is for those with wealth and status.					
4	The advertisement implies that Senator Extra Lager gives you energy.					
5	Senator Extra Lager promotions are Old fashioned					
6	Senator Extra Lager promotions are Humorous					

Appendix II

MAKERERE UNIVERSITY BUSINESS SCHOOL

For Client

Dear respondent,

This questionnaire is intended to facilitate the study on “**The influence of Internal Brand Development and Buyer Characteristics on communication Effectiveness and Brand Choice; A Case of Senator Extra Lager**” The study is for *academic purposes and is carried out as partial requirement of the award of Masters of Science In Marketing*. Your responses will also be treated with *utmost confidentiality*. Thank you very much for your valuable time.

SECTION A: Background Information

1. Gender Male Female

2. Age of respondent in years

Age Group [Choose One]	18 - 30	31 - 40	41 - 50	Over 50

3. Highest level of education

Qualification	Ordinary Level	Advanced Level	Diploma	Degree	Post Graduate	Other (Please specify)

4. How long have you been drinking Senator Extra Larger?

Tick under one of the options	0-2 years	3-5 years	Over 5 yrs

5. How would you rank Senator Extra Larger relative to other liquors?

Tick under one of the options	Bad	Good	Very Good

Communication Effectiveness And Brand Choice		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	I know where all Senator Extra Lager outlets are located in my area					
2	I am very much aware of the taste and smell of Senator Extra Lager					
3	The Uganda Breweries often communicates to the Public whenever there are changes in Senator Extra Lager					
4	I am very much aware of all the rates charged for Senator Extra Lager					
5	Whenever anyone talks of a quality drink, Senator Extra Lager comes to my mind					
6	For persons trying to find a good drink, I recommend Senator Extra Lager					
7	I associate Senator Extra Lager dealers with courtesy and friendliness					
8	Senator Extra Lager would be my first choice.					
9	I would not go for another drink if Senator Extra Lager was banned					
10	If Senator Extra Lager was banned, it would make I would find difficulty trying another drink					
11	I consider myself to be loyal to Senator Extra Lager					
Buyer Characteristics		<i>Strongly Disagree</i>	<i>Disagree</i>	<i>Not Sure</i>	<i>Agree</i>	<i>Strongly Agree</i>
1	Senator Extra Lager is suitable for persons in all income categories.					
2	Regardless of income levels, all clients are treasured by Senator Extra Lager sellers					
3	There are tailor made services for clients of all income categories.					
4	One's level of education is relevant in judging what amount of Senator Extra Lager should be taken					
5	Even persons with little education find no problems drinking the right amounts of Senator Extra Lager					
6	Regardless of one's education level, it is easy to find points where Senator Extra Lager is sold					
7	Senator Extra Lager dealers welcome people of all categories					
8	Senator Extra Lager sellers favour individuals engaged in certain occupations					
9	Persons are equally treated by Senator Extra Lager dealers regardless of gender					

	Message	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Senator Extra Lager has been portrayed as a drink for all Ugandans					
2	I receive greater value for money from Senator Extra Lager than other spirits					
3	Senator Extra Lager should be drunk during happy moments and occasions.					
4	I consider Senator Extra Lager as the leading spirits brand					
5	I like the way Senator Extra Lager messages are designed					
6	Senator Extra Lager makes one look tough					
7	Senator Extra Lager is a strong drink					
8	Senator Extra Lager is a high quality drink					
	Communication Tools	Strongly Disagree	Disagree	Not Sure	Agree	Strongly Agree
1	Promotions are organized for persons to encourage Senator Extra Lager purchases					
2	The advertisement shows that Senator Extra Lager is pure and safe to drink.					
3	The advertisement implies that Senator Extra Lager is for those with wealth and status.					
4	The advertisement implies that Senator Extra Lager gives you energy.					
5	Senator Extra Lager promotions are Old fashioned					
6	Senator Extra Lager promotions are Humorous					