

UNIVERSITY OF KWAZULU-NATAL

**Measuring the long-term health of selected brands in South Africa using the
Brand Health Index**

By

Ayanda Nonhle Khumalo

205073107

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

**Graduate School of Business & Leadership College of Law and Management
Studies**

Supervisor: Professor Theuns Pelsler

2018

DECLARATION

I, Ayanda Nonhle Khumalo, declare that:

- i. The research included in this dissertation/thesis, except where otherwise indicated, is my own original research.
- ii. This dissertation/thesis has not been submitted for any degree or examination at any other university.
- iii. This dissertation/thesis does not contain other persons' data, pictures, graphs, or other information, unless specifically acknowledged as being sourced from other persons.
- iv. This dissertation/thesis does not contain other persons' writing, unless specifically acknowledged as being sourced from other researchers. Where other written sources have been quoted:
 - a. Their words have been rewritten, but the general information attributed to them has been referenced;
 - b. Where their exact words have been used, their writing has been placed inside quotation marks and referenced.
- v. This dissertation/thesis does not contain text, graphics, or tables copied and pasted from the Internet unless specifically acknowledged, in which case the source is detailed through in-text referencing throughout the dissertation/thesis, and a full reference is provided in the list of citations at the end of the document.

Signature:

Ayanda Nonhle Khumalo

ACKNOWLEDGEMENTS

No undertaking of a project such as this study is possible without the support and contribution of many people.

I wish to express my gratitude to the following individuals:

- To my mother, thank you for your love and support. Where would I be without you?
- To my daughters, Nandi and Zayah, this is for you girls. May you see that anything is possible.
- Last but not least, my supervisor, Professor Theuns Pelsler, thank you for your guidance and genuine support Prof.

ABSTRACT

Measuring marketing performance is a long-standing issue for managers. Robust objective measures, which are market-based and incorporate the effects of brand performance output, are needed to provide reliable insights into the evaluation and assessment of brands. Behavioural measures fit this criteria and prove to be relevant to senior managers because they can be easily linked to revenue and returns, which is the common language of chief executive officers (CEOs) and chief financial officers (CFOs).

Although brands are built over the long-term, majority of brand evaluation measures are focused on the short-term and thus managers are assessed on a short-term basis even though it is more beneficial to adopt a long-term approach to evaluating brands, because this approach will encompass the lagged impact of marketing actions and is not influenced by seasonal and temporal fluctuation.

This study applies the Brand Health Index (BHI) developed by Mirzaei *et al.* (2015) to evaluate the brand health of selected companies on the Johannesburg Stock Exchange (JSE) over the period December 2001 to December 2017. The BHI is designed to evaluate the health of a brand over time and is theoretically based on two key elements of the long-term brand value model, namely persistence and growth. A brand is healthy if it can deliver sustained growth in sales over the long-term.

Using a two-way cluster-robust error regression, the study finds a significant relationship between BHI and earnings per share (EPS), and also a significant relationship between BHI and return on asset (ROA).

The study contributes to the branding literature by showing that there is a positive and significant relationship between BHI and EPS as well as ROA on listed companies on the JSE and secondly shows that a longer-term BHI measure – 10-year BHI – has a better explanatory power than shorter-term BHI measures namely, 5-year, 6-year, 7-year, 8-year and 9-year BHI.

ABBREVIATIONS AND ACRONYMS

- CEO - Chief Executive Officer
- CFO - Chief Financial Officer
- BHI - Brand Health Index
- JSE - Johannesburg Stock Exchange
- EPS - Earnings Per Share
- ROA – Return On Asset
- CBBE – Consumer-Based Brand Equity
- EBBE – Employee-Based Brand Equity

TABLE OF CONTENTS

DECLARATION	i
ACKNOWLEDGEMENTS	ii
ABSTRACT.....	iii
TABLE OF CONTENTS	v
List of Figures	viii
List of Tables	viii
CHAPTER ONE: INTRODUCTION	1
1.1 Introduction	1
1.2 Background of the Study	1
1.3 Motivation for the Study.....	3
1.4 Focus of the Study	4
1.5 Problem Statement	4
1.6 Aim of the Study	4
1.7 Objectives	5
1.8 Research Questions.....	5
1.9 Methodology	5
1.10 Limitations of the Study	6
1.11 Chapter Outline	6
1.11 Summary.....	7
CHAPTER TWO: LITERATURE REVIEW.....	9
2.1 Introduction	9
2.2 Definition of a Brand.....	9
2.2.1The Role of Branding	10
2.3 Brand Building Process	10
Figure 2.1. The processes for building a brand	11
2.4 Benefits of a Strong Brand	13
2.5 Effects of Branding on Organisational Performance	14
2.6 Brand Equity	14
Figure 2.2. Brand Equity Model	16
2.6.1 Brand Loyalty	17
2.6.2 Brand Awareness.....	17
2.6.3 Perceived Quality	17
2.6.4 Brand Association	18
2.6.1.1 Perspectives of Brand Equity	18
2.6.1.2 Principal Conceptualisations of Brand Equity	20

2.7 Brand Equity Measurement.....	21
2.7.1 Corporate Brand Equity and Organisational Value	22
2.7.2 Brand Building Based on Customer Based Brand Equity	23
Figure 2.3 Customer Based Brand Equity Model.....	24
2.8 Measurement of Consumer-Based Brand Equity	26
2.8.1 Brand Salience.....	27
2.8.2 Brand Imagery	28
2.8.3 Brand Judgments	29
2.8.4 Brand Feelings.....	29
2.8.5 Brand Resonance	30
2.9 Brand Valuation	31
2.10 Brand Health	32
2.10.1 Brand Health Index	33
2.11 Shareholder Value	33
2.11.1 Key Brand Valuation Methods	34
2.11.2 Linking Brand Equity and Shareholder Value	35
2.12 Summary.....	36
CHAPTER THREE: RESEARCH METHODOLOGY	37
3.1 Introduction	37
3.2 Research Methodology	37
3.4 Research Design and Approach.....	37
3.4.1 <i>Research Design</i>	37
3.4.2 <i>Research Approach</i>	38
3.4.2.1 <i>Quantitative Approach</i>	39
3.4.2.2 <i>Qualitative Approach</i>	39
3.4.2.3 <i>Mixed or Combined Approach</i>	39
3.4.2.4 <i>The Research Approach for this Study</i>	39
3.5 Research Philosophy	40
Figure 3.1. The Research Onion Process	41
3.5.1 Selected Philosophy.....	42
3.6 Target Population	42
3.7 Sampling.....	43
3.7.1 <i>Sampling Frame</i>	43
3.7.2 <i>Sampling Design</i>	43
3.7.3 <i>Sample Size</i>	44
3.8 Data Collection.....	44
3.9 Data Analysis	45

3.10 Validity and Reliability	46
3.10.1 Validity	46
3.10.2 Reliability	47
3.11 Methodology	47
3.11.1 Brand Health Index (BHI)	47
3.11.2 Linking BHI and Performance	48
3.11.3 Methodology to Link BHI and Performance	48
3.12 Research Limitations.....	49
3.13 Ethical Considerations.....	49
3.14 Summary.....	49
CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF RESULTS.....	51
4.1 Introduction	51
Table 4.2: Five-Year BHI.....	52
Table 4.3: Six-Year BHI	52
Table 4.4: Seven-Year BHI	53
Table 4.5: Eight-Year BHI	53
Table 4.6: Nine-Year BHI	54
Table 4.7: Ten-Year BHI	54
4.2 Industry Analysis of BHI	54
4.3 Individual Brand Analysis	55
Table 4.8: Industry Analysis of BHI	56
Table 4.9: Five-Year Brand Ranking	58
Table 4.10: Six-Year Brand Ranking	60
Table 4.11: Seven-Year Brand Rank.....	61
Table 4.12: Eight-Year Brand Ranking.....	63
Table 4.13: Nine-Year Brand Ranking.....	64
Table 4.14: Ten-Year Brand Ranking.....	66
4.4 Summary	68
CHAPTER FIVE: DISCUSSION	69
5.1 Introduction	69
5.2 Discussions.....	69
5.6 Summary	73
CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS	74
6.1 Introduction	74
6.2 Conclusions on the Major Findings	74
6.3 Recommendations	76
6.4 Contribution of the Study to Knowledge	78

6.5 Limitations of the Study	78
6.6 Direction for Future Research	79
6.7 Summary	80
BIBLOGRAPHY	81
APPENDIX ONE: ETHICAL CLEARANCE.....	87
APPENDIX TWO: TURNITIN REPORT	88
APPENDIX THREE: ENGLISH EDUTORIAL CERTIFICATE	92

List of Figures

Figure 2.1. The processes for building a brand.....	11
Figure 2.2. Brand Equity Model	16
Figure 2.3 Customer Based Brand Equity Model.....	24
Figure 3.1. The Research Onion Process.....	41

List of Tables

Table 4.2: Five-Year BHI	52
Table 4.3: Six-Year BHI	52
Table 4.4: Seven-Year BHI	53
Table 4.5: Eight-Year BHI.....	53
Table 4.6: Nine-Year BHI	54
Table 4.7: Ten-Year BHI.....	54
Table 4.8: Industry Analysis of BHI	56
Table 4.9: Five-Year Brand Ranking.....	58
Table 4.10: Six-Year Brand Ranking.....	60
Table 4.11: Seven-Year Brand Rank	61
Table 4.12: Eight-Year Brand Ranking	63
Table 4.13: Nine-Year Brand Ranking	64
Table 4.14: Ten-Year Brand Ranking	66

CHAPTER ONE: INTRODUCTION

1.1 Introduction

Brand building is crucial in any competitive market. A strong brand can create opportunities for growth, a larger market share, establish an entry barrier for competitors and help maintain consumer loyalty. Furthermore, a strong brand leads to positive evaluations of the quality of a product, helps maintain high levels of awareness of the product and provides a consistent brand image personality. To keep up with competition, companies may overhaul their business in line with an evolving approach to business. This may be necessary for the survival of the business. Re-branding may therefore be a necessary strategy to enhance the business image as well as build consumer confidence. To revive a brand, marketers may need to look at re-branding as one of the major tools to consider if brand obsolescence is to be avoided.

The topic under review is relevant because it focuses on various companies' brand strength, health and the attributes these brands have on organisational performance. The issues of managing a brand successfully is an issue faced by various organisations across South Africa. In this chapter, an introduction to the research is presented. The motivation for the study is also presented followed by an explanation of the focus study, a description of the problem statement, research objectives and the research methodology. Lastly a chapter outline is discussed.

1.2 Background of the Study

With evolving competition and technological changes, companies are now trading in an environment where produced goods and services are approximately identical, leaving organisations with fewer options than to differentiate their products from those of the competitors. This differentiation can be done through what Keller (2009:15) calls "branding".

Marketing managers are most of the time concerned about the increasing shareholders' values, which calls for an evaluation of the long-run effects of their actions on market response as well as investors' response. There is growing evidence of achieving or attaining a competitive advantage through linking branding and

marketing excellence. Thus Aydin and Ulengin (2015:102) state that there is a strong relationship between future organisational cash flows and marketing actions. Consumer level constructs such as attitudes, awareness, image and knowledge, or company-level where outcomes such as price, market share, profit or revenue are some of the marketing effects that accrue to a product or service with its brand name. According to Chaudhuri and Holbrook (2010:106) marketing is a variable that therefore attracts customers to a firm, which subsequently leads the firm or company to perform better.

The above findings indicate that the objective for branding is to increase the value of the organisation and its profitability. Thus, an organisation's revenue comes from customers and they are attracted by marketing, whose component is branding. Makasi and Govender (2014:22) state that over the years the high marketing expenditure has prompted top managers and stakeholders to ask marketing managers to communicate and measure the value that their marketing actions create.

Share price analysis, mostly includes the analysis of a firm's financial statements. Furthermore, Christodoulides and de Chernatony (2010:71) state that share price forecasting is conducted using technical analysis (analysis of price movements) or a fundamental analysis (analysis of financial statements) when formulating an investment view. However, little emphasis is placed on the analysis of an organisation's brand health, despite branding playing a key role in the organisation's revenue generation and in increasing organisational value. According to Plank (2012:17), valuing a firm has become a much more complex process because of the recognised value that branding contributes to an organisation. Traditional valuation models still however do not take into account intangible assets like brands, which modern organisations that are in competitive environments derive their competitiveness from, which in turn leads to financial profitability.

Therefore, the literature used in this particular study has reliably indicated that branding has grown to play a vital role in an organisation's growth and performance and is thus considered an important variable for valuing the organisation. From this evidence, the literature on branding will provide a clear case for it to be considered when measuring an organisation's performance.

1.3 Motivation for the Study

The brand equity theory is the most distinguished and vital in the field of marketing as it is known today. This is due to the changes and adjustments in international accounting standards, in connection with the manner in which intangible assets are managed, which have implied that the equity and strength of a brand has been receiving extensive attention (Chaudhary, 2014:222). This is seemingly because of the way that intangible assets happen to give a competitive advantage that are not necessarily product specific and which the competition cannot enjoy and thereby prompt greater profitability and organisational performance. This information implies that managers must choose the option to discover means by which to increase the value of their products or services and furthermore continually keep their products in the eye and the mind of customers so that it can yield favourable results for the stakeholders involved.

A strong brand is built through years of sustained investment which, if successfully executed, yields a loyal consumer contract, which in turn leads to growth in sales, an increased market share and a successive stream of income for the brand owner. It is therefore important to establish the relationship between brand health and organisational performance. Hence the purpose of the study is to evaluate the health of selected brands of companies listed on the JSE and determine the relationship between brand health and profitability.

There is a vast number of conceptual past dissertations based on brand equity. However, the researcher has distinguished that insufficient empirical research has been done on brand health and the attributes it has on organisational performance. This study justification is accordingly the way that the researcher has anticipated it to add practical evidence to the theoretical frameworks which determine that a brand's health and strength can lead to superior organisational performance.

The results from this study will also provide organisations and business owners with practical recommendations and strategies, and help them to recognise which particular areas they need to focus on when drawing up a marketing strategy that is centred on strengthening brand value in the minds of customers. It can be envisaged that this study will add to the body of knowledge towards a more enlightened

interpretation of brand health and its effect on the organisational performance in the South African setting.

1.4 Focus of the Study

This study aims to evaluate the health of selected brands of companies listed on the JSE and determine the relationship between brand health and profitability. This study will therefore draw attention to the benefits of creating and maintaining a strong brand. The findings of the study were used in conjunction with the existing literature and current brand strategies available, to provide strategic recommendations to different organisations listed on the JSE on the importance of maintaining a healthy brand.

1.5 Problem Statement

Organisations' marketing managers are faced with the challenge of creating a competitive advantage by constantly adapting to and instigating change. Innovative products or services in various organisations found on the JSE constantly lose their competitive edge and the capacity to command price and additionally share premiums when competitors can copy or counter its capabilities. Thus, brand managers are continually faced with the challenge of addressing the demands of the evolving needs of buyers and stakeholders within a market increasingly populated by global competitors and the opening of territorial markets.

Therefore marketing brand managers are faced with the long-standing problems of marketing performance measurement and find themselves under huge pressure to provide objective proof of the outcome of monies invested in marketing. This proof is needed to justify and account for their contribution to the success of the firm. It is however difficult to provide a practical measure that offers proof of the contribution of expenditure on marketing and branding to the value of a corporation. The purpose of this study is therefore to recommend more practical brand measurement models that are relevant across a wide variety of decision sceneries to afford understanding of brand valuation.

1.6 Aim of the Study

The term 'research aim' usually refers to the main goal or overarching purpose of a research study. According to Saunders *et al.* (2012:400) the aim of the research is a statement which specifies formally what the study intends to accomplish. The aim

indicates the reasons for undertaking the research, whilst the objectives undoubtedly communicate the area of focus for the research study.

The aim of the study is to evaluate the health of selected brands of companies listed on the JSE and determine the relationship between brand health and profitability. This study will therefore draw attention to the benefits of creating and maintaining a strong brand. The findings of the study were used in conjunction with the existing literature and current brand strategies available, to provide strategic recommendations to different organisations listed on the JSE on the importance of maintaining a healthy brand.

To fulfil the aim of this study, the following objectives need to be realised:

- To determine the robustness of the BHI in measuring brand health of companies in South Africa.
- To evaluate the relationship between brand health and corporate performance.

1.7 Objectives

The objectives of this study are given as follows:

- To determine the robustness of the BHI in measuring brand health of companies in South Africa.
- To evaluate the relationship between brand health and corporate performance.

1.8 Research Questions

- Does the BHI appropriately measure the health of brands of companies in South Africa?
- What is the relationship between brand health and corporate performance?

1.9 Methodology

Both primary and secondary research methods were used by the researcher to collect data for the study. Secondary research methods included a literature review of the most recent texts, papers, journal articles, UKZN documents (faculty brochures, strategic plan documents, the Merger Report 2007, the Institutional Audit Portfolio, Annual Reports for 2004-2007), theories and concepts of brand health and brand equity.

For primary data a quantitative scientific approach was used for the research study. For the purposes of data analysis and presentation, financial statements of various South African companies obtained from the database of Bloomberg Terminal, were used as a source of primary data. Once the data was calculated and edited it was captured on an Excel spreadsheet. The Regression analysis was also used. Both descriptive and inferential statistics were used to analyse data. Data was presented in tables, to illustrate the results of the study. These assisted the researcher in summarising the data in a meaningful way and to help establish the relationship between relevant variables. This type of research is structured to find solutions to the research problems in the study. Given that this study focusses on understanding the concept of brand health and brand equity and the empirical importance of a strong brand to an organisations performance, a positivism approach was adopted. With regards to the sampling technique used, a non-probability sampling procedure was used by the researcher as it met the sampling objectives satisfactorily. Additionally a non-probability technique as compared to a probability sampling approach has less cost and time issues.

1.10 Limitations of the Study

- Profitability is affected by many factors, internal as well as external, but the researcher is taking into consideration only some factors which are relevant to study.
- Certain companies listed of the JSE do not disclose all information or data due to confidentiality constraints.
- With a study that does not involve people's perspective on the subject matter or topic under study, data is most likely to be biased.

1.11 Chapter Outline

Chapter One: Introduction

Chapter one is the introductory chapter that gives the foundation and study background together with the study's primary objectives, as well as the justifications for the selection of the topic under investigation. This chapter likewise makes presentation of all the essential issues that will be dealt with in the consequent sections.

Chapter Two: Literature Review

Chapter two takes a look at all the important literature identified during this investigation. The literature clarifies diverse theoretical structures of the study. An in-depth investigation of the concepts of brand value, brand health and brand performance are discussed.

Chapter Three: Research Methodology

Chapter three discusses the research methodology and gives a detailed and a thorough explanation of the research methods used in the primary data collection. The methods used in the analysis, interpretation and presentation of the data are also included in the chapter.

Chapter Four: Presentation of Results

Chapter four is a presentation of the data collected in the primary research of the study. The chapter makes presentation of the regression method and inferential statistics from the data analysis.

Chapter Five: Discussion

Chapter five discusses the results, or rather the outcomes deduced in the previous section in relation to the research objectives examined in the part two. The data is analysed to reason with the implications of the results. This section also entails readable explanations and exhibitions of the collected data for the reader to better understand and interpret the results of the study. Furthermore, the conclusion draws from the interpretation and the discussion of the data. The chapter presents whether brand health, brand equity, and brand strength are indeed primary contributing factors to organisational performance. The study's limitations, together with recommendations for future research as well as specifics to this particular study are also presented.

1.11 Summary

This research's purpose is to determine whether the health of a brand is a critical component in an organisation's overall performance. This chapter makes presentation of the motivation for the study as well as the focus of the study. The problem statement, a summarised outlay of how the study was conducted, the research objectives as well

as research questions were identified. The following chapter will present the literature review of the study.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

Chapter two seeks to fundamentally analyse and review literature on brand health. The literature review critically assesses and analyses the work that has been done by change specialists with the view to building up a decent understanding and knowledge into pertinent past trends and research. A correlation of the primary and secondary literature will be done to draw inconsistencies and subsequently similarities. Saunders *et al.* (2012:63) state that secondary literature sources, for example, journals and books are consequent publications in primary literature space. These publications are aimed at a more extensive audience.

The literature reviewed for the purpose of this study is utilised to recognise theories that will be interpreted utilising information accumulation and investigation strategies displayed in the following section (part three). Textbooks, articles, academic and business journals from the public domain will likewise be utilised to access literature on brand health.

2.2 Definition of a Brand

Keller (2013:222) defines a brand as a strategic asset or resource that can be utilised as a promise that frequently needs to be delivered upon, in order to achieve brand identity. A brand, according to Chaudhuri and Holbrook (2010:203), can also be described as a way to separate or differentiate goods or services of a particular organisation in a market setting, with the goods or services of another organisation. Thus a brand consequently gestures the origin of said brand to a customer and therefore keeps consumers from competitors who attempt to offer a service or product of a similar nature or one that might appear to be the same. Thus, it can be denoted that branding provides the origin in which consumers can bond, identify and enjoy a product or service offering (Chaudhuri and Holbrook, 2010:196).

From a consumer's perspective a brand is considered to be the cumulative collection of all of the consumers' experiences, which are mainly built on points of contact with the brand. Thus according to Zhang (2015:73), a healthy brand is an identifiable product or service, place or person, marketed so that the end-user or consumer

perceives the brand as something that is applicable, unique, with added value that can match the necessities of the customers intently (Zhang, 2015:500).

2.2.1 The Role of Branding

The worth of a brand to a particular organisation is measured through the perception of a marketplace segment's benefits or advantages created by or possessed by an organisation through having a strong, healthy brand. One review of scholarly research recorded an expansive variety of conceivable benefits as cited by Keller (2009:16), they are as follows:

- Provides improved product performance;
- Provides superior customer loyalty;
- Creates little weakness to competitive marketing and marketing crises;
- Provides greater margins;
- Provides additional flexible customer response to price decreases and inelastic customer response to price escalations;
- Creates more trade or intermediary involvement and support;
- Creates enlarged marketing communication sufficiency;
- Creates added licensing and brand extension openings.

Glaser (2013:132) states that organisations differ in their capability and capacity to grasp the above benefits, relying mainly on their personal specific marketing skills, resources, marketplace conditions and the settings in which they work. Whilst other organisations are confronted daily with aggressive challenges that reduce the probability and nature of the above branding benefits. Different organisations are confronted by extreme disapproval or fickle purchasers who correspondingly upset the brand esteem creation. However, if one purchaser or organisation is to decide between various products and services, brands and brand management will matter to an organisation.

2.3 Brand Building Process

According to Chaudhary (2014:22), for a brand to live up to its full potential, an organisation's strategist needs to continuously approach their actions and activities carefully. Thus brand marketers and strategists need to perceive the brand being introduced in a market place in a way that can eventually form a wider advantage,

instead of an insignificant one, and gives a prevalent cognisance to the particular brand. Brand building is therefore about the full information of the brand's responsibilities to the consumers. The brand building process is about trying to meet particular customers' needs. In this way, brand building begins with the significant appreciation about the brand's products' characteristics and ventures (Chaudhuri and Holbrook, 2010:52). As indicated by Chaudhary (2014:91), it is believed that in order for an organisations brand to be superior than other in the marketplace, management therefore needs to initiate an organisation's branding process as priority.

The latter has more to do with the organisation's executives and likewise the separate shareholders who unite together and usually concede to a brand-building approach. The approach incorporates introducing a brand's strength(s), which finally achieves brand stability, leadership, and an international presence or footing in the marketplace. For an organisation's higher management to adequately build a brand, they need to integrate the components of clearness, consistency, and leadership together with their key strategic mission. Along these lines, for an organisation to have the ability to get those particular components in line with their strategic key mission, the accompanying brand building process is proposed by Keller (2013:15):

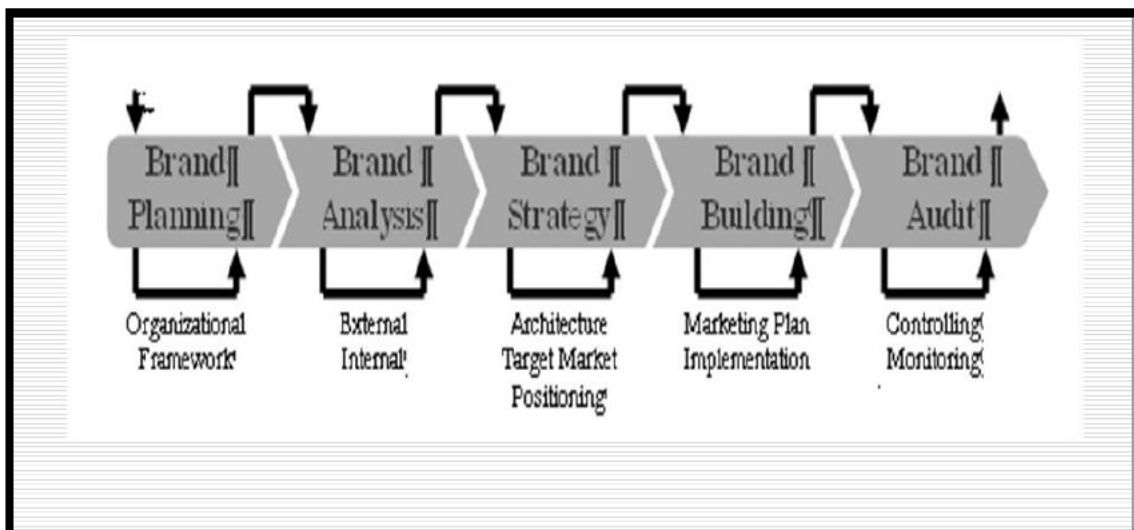


Figure 2.1. The processes for building a brand

Adopted from Keller, K. L., 2013. **Strategic Brand Management**. 4th ed. England: Pearson.p 48.

Figure 2.1 is an illustration of the sequence of the brand building processes that can be used by most organisations. The figure comprises of five processes, namely: The brand planning, analysis, strategy, building and brand audit. The core procedure, which is brand planning has the objective of coordinating every day activities with the overall organisational strategic plan. Subsequently a brand planning process is considered as a process that encourages rather focuses upon, contemplating the full picture as this helps management to consider issues or matters from a more holistic perspective. This can be accomplished by maintaining a good balance between survival and involvement.

As indicated by Alam (2016:48), who stated that for an organisation to have a strong balance and footing amongst competitors and rivals, the techniques below should be actualised to achieve the above:

1. To create an atmosphere that allows a steady and sound adaption of inevitable changes faced by the organisation.
2. To include procedures that allow or deliver appropriate information within an organisational setting to flow in an opportune and effective way: this can be proficient through actualising a SWOT analysis that will enable the organisation to distinguish their particular brand's position and resulting identity.
3. This includes the disclosing of specific techniques that will help in the continuous planning progressions: these procedures should be centralised upon a broad brand breakdown. This basically implies that the organisation must have an understanding of the market size in which the brand is operating, and an open door for showcase development. The brand breakdown additionally involves accessible channels of circulation and customer demographics.
4. This includes all employees and staff members who are involved in the brand planning process, and the overall brand building process.

This method is seen as critical, as it elevates motivation within employees and thereby enhances the present and following brand-building steps. One may state that the brand arranging planning is a procedure that helps the organisation in altering their interior assets for their imperative vital arrangement. This would achieve the capable creation of the company's hierarchical framework, which is relied upon to continue towards the accompanying strategy of building a brand.

2.4 Benefits of a Strong Brand

According to Rooney (2015:96), a strong brand will create the following benefits, amongst others:

- A strong brand builds a name recognition for a product or a particular company.
- A strong brand has the ability to influence a consumer's buying decision.
- A strong brand builds a certain level of trust and emotional attachment to an organisation's products or services.
- In a commodity market setting where products and services are found to be unclear, a strong brand can make a purchase decision become less demanding. It awakens customers' trust and creates a set of beliefs about a product or service even without knowing the uniqueness of its attributes.
- A strong brand has the capacity to increase consumers' attitudes towards a specific brand's product or service and the magnitude of such an attitude is created or developed through an encounter with such a brand.
- A strong brand can help develop consumers' experience and increase the perceived quality, and inferred attributes. Having a strong brand leads to brand loyalty which is never easy to evaluate except through continuous purchases.
- A company with a strong brand enjoys reduced competition, has loyal customers, larger profit margins, and has consumers who perceive the risk of purchasing the goods or service to be less.

- An organisation with a strong brand enjoys benefits and opportunities such as an increased competitive advantage, premium prices, greater customer loyalty and profitability.

2.5 Effects of Branding on Organisational Performance

Veljković and Kaličanin (2016:21) state that there are various factors that make a brand successful in the event that it is extended out into new markets or product categories. The image and stature of the brand is sold closely with the service delivered to the customers who purchase the brand. The purpose behind branding is to care for potential customers. The marketing procedure and brand give individuals, in general, prepared learning of what the item is about and makes a condition of recognising the brand among various other similar items in a particular market setting (Anabila and Awunyo, 2014:111).

To add to this, the entire marketing process has the organisation in mind during the branding process as it empowers the business to focus on, enhance, and be an organisation with an effective message. Similarly, it enables an organisation to dependably test the message and check whether it is being understood in the correct manner (Chaudhuri and Holbrook, 2010:108). Branding therefore empowers organisations to segregate their items from those of rivals. A strong brand also benefits an organisation by ensuring high purchaser loyalty, permitting strong deals even after the patent has passed. What is more, brands influence the conduct and perspective of consumers in general (Özsomer *et al.*, 2012:16).

2.6 Brand Equity

A brand, by definition is the object that factors the price of a product and provides a clue on the quality of the product. A brand therefore influences the demand of a product. It is however difficult to evaluate the influence of a brand since other factors such as the attributes of the product also determine the demand and price of the product (Farjam and Hongyi, 2015). There is no single definition of brand equity as different studies focus on different aspects of brand equity (Kotler and Keller, 2012:105). Regardless of the differing perspectives, there is a central idea that defines brand equity as being related to the effects of marketing uniquely attributed to brands (Keller, 1993), although there is no agreement on the techniques to evaluate brand

equity as different studies develop different techniques (Farjam and Hongyi, 2015:17). Kotler and Keller (2012:105) state that brand equity is a major asset in marketing and is extensively studied in marketing literature. From a marketing, accounting or finance stand point, intangible assets such as brands are considered very significant and add value to the firm.

Many models and techniques for measuring brands have been proposed by academics (Farjam and Hongyi, 2015:19). Lamb *et al.* (2015) state that there are three main perspectives on the measurement of brand equity – financial market outcomes, consumer attitudes and product market. Monetary measures evaluate the performance of brands based on their financial contributions and include measures such as the reduced cash stream of royalties and licensing costs. Customer mindset metrics of performance are subjective and depict the attitude and perception of customers towards a given brand. Some popular metrics of customer mindset as a measure of brand equity are perceived quality, brand awareness and brand association (Mirzaei *et al.*, 2015). Product-market measures, on the other hand, are objective albeit a reflection of the perception of customers regarding brands and encapsulates the actual purchase behaviour of customers. Price premium, revenue premium, market share, and brand choice utility are among the main outputs of brand performance in product-market measures (Makasi and Govender , 2014:132).

Makasi and Govender (2014:78) state that intangible assets are critical in business valuation because there are many corporations with market values greater than their book values therefore, the values of such enterprises are associated with intangible assets such as brands. Furthermore, Chen and Green (2016:52) argue that it is important to acknowledge the contribution of branding policies to the value of corporations since ineffective policies can be detrimental to the value of a corporation.

As it were, brand equity speaks to the psychological relationship and framework a consumer or client develops over time with a particular brand. This arrangement of reasonable affiliations with a brand is not something that can occur overnight, but instead takes a certain period to be built (Anabila and Awunyo, 2014:43). It can be affirmed that a brand's characteristics that reside in a customer's mind are mainly based on the value of the brand. Along these lines, it can be noted that assets and liabilities hold tangible and intangible values which is the value added to particular

goods or services so as to upgrade them. As per Chen and Green (2016), those benefits and liabilities can be further translated as loyalty to the brand, awareness of the brand, perceived quality, and associations of the brand in Figure 2.2:

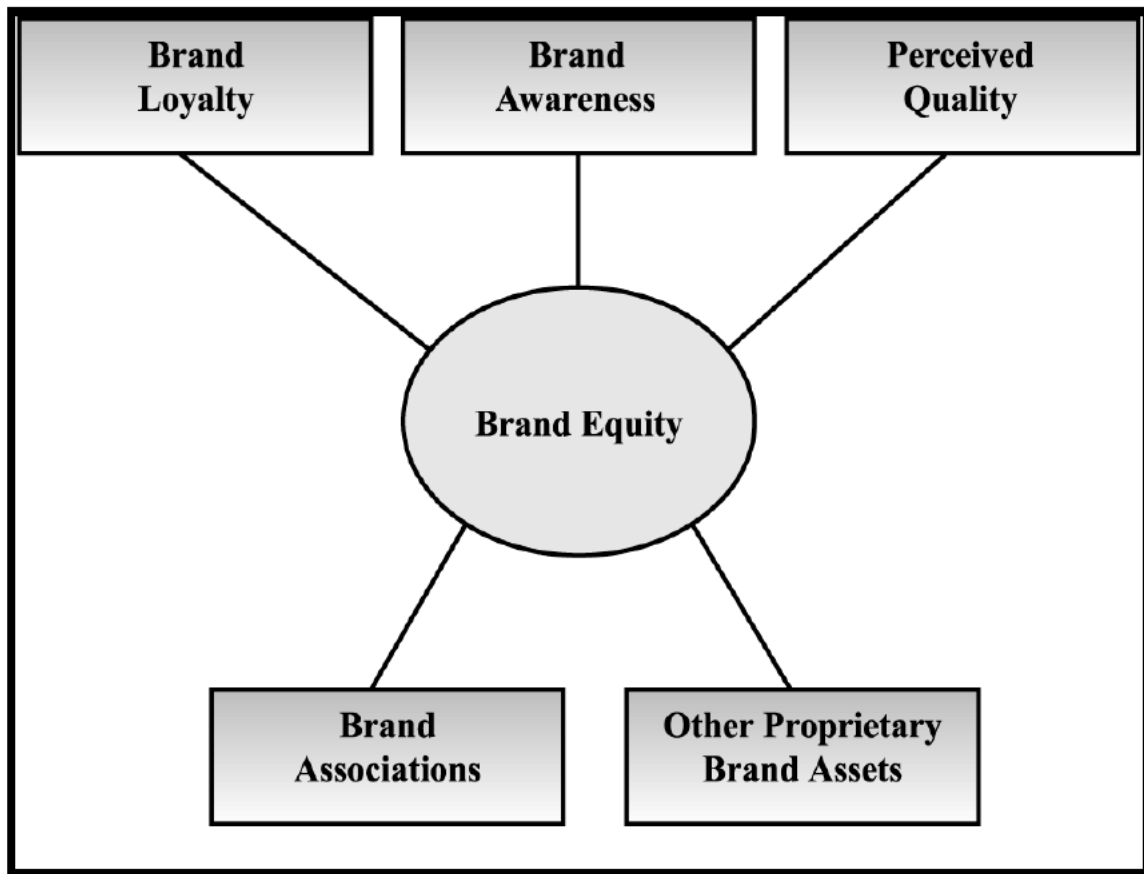


Figure 2.2. Brand Equity Model

Adapted from Chen, H.-C. and Green, R.D., 2016. **Brand equity, marketing strategy, and consumer income**. *Journal of Management and Marketing Research*, Volume 6, pp.22.

Figure 2.2 is an illustration of the various brand resources and liabilities that are established as the basis of a brand equity model (Aaker, 1991, cited in Chen and Green, 2016). Moreover, the four classifications in the model, if well managed, turn to key strategic resources that give the organisation different advantages and competitive advantages. Then again when those four categories are handled ineffectively by an organisation, they become an obligation/liability. Ultimately, the aim of any organisation is to use its brand equity in a way that can help consumers to

distinguish the brand and examine respective information about it (Aaker, 1991, cited in Chen and Green, 2016:56).

2.6.1 Brand Loyalty

As indicated by Maheshwari and Lodorfos (2014:71) brand loyalty can be understood as a condition in which consumers buy and use brands they trust rather than those they do not trust. Thus by so doing it can be denoted that consumers demonstrate a certain level of commitment to that brand. Brand loyalty can be measured through consumers' positive word of mouth, customer satisfaction, brand trust and sensitivity of costs. Maheshwari and Lodorfos (2014:53) further state that a purchaser reliably purchases a brand accessible in the product category. The loyalty to the specific brand of the purchaser will therefore remain unaltered if the brand is available and accessible.

2.6.2 Brand Awareness

Brand awareness can be defined as the level of consumers' familiarity with a particular brand. Malik (2013:23) states that brand awareness is a key strategic fragment of brand value. Brand awareness can therefore be seen as the capacity of buyers to see, differentiate and perceive a brand among different brands in a particular setting. Keller (2013:21) conceptualised brand awareness as including brand survey and brand affirmation. He went further to express that brand review is the capacity of purchasers to recall a brand from their mind when the product category is made known. Brand affirmation may be more basic to the degree that product or service decisions are made in the market. (Makasi and Govender, 2014:222) express that brand mind-set and the intent to purchase a product or service is to be created through brand awareness.

2.6.3 Perceived Quality

According to Alhaddad (2015) brand perceived quality can be defined as the judgment of customers about a service or product's aggregate advantage or excellence. The brand perceived quality of services and products of healthy brands add value to purchase appraisals of consumers. Alhaddad (2015:89) also indicated that when customers comprehend a brand to be of phenomenal quality, they are all the more likely to purchase the brand compared to other brands offered in a market setting. Brand perceived quality and brand perceived worthiness have proved to be critical

aspects in firms that have a higher purchaser involvement, similar to the beverages market (SAB, Coca Cola etc.). Therefore recognising the dimensions of these settings precisely and discovering how these settings are perceived by customers is critical. Brand perceived quality likewise is a segment of the value of a brand, which leads customers to select a specific brand instead of another brand when faced with such a decision (Alhaddad, 2015:96).

2.6.4 Brand Association

Brand association mainly deals with customers' memory toward a brand image. Keller (1993), as cited in Severi and Ling (2013:36) evidently communicated that brand association consolidates characteristics, advantage and brand attitude, and that encourages customers to have diverse reactions towards a brand's image. However, Alhaddad (2015:70) uncovered that brand association and brand image can be segmented into commercial image, goods image and user image. In addition, each of these brand images can be disconnected into practical qualities and emotional attributes. For this context, brand association can be used as a general term to address an association between two central points, which propose brand association in the consumers' mind (Severi and Ling, 2013:21).

2.6.1.1 Perspectives of Brand Equity

Brand equity is drawn from three perspectives. The first being the cognitive psychological perspective which is all about how the customer responds to the brand's marketing mix and shows how the consumer relates with a brand (Aaker, 1991; Keller, 1993, cited in Kotler and Keller, 2012:333).

This perspective considers the affiliations customers or consumers have with brands and brand associations, and the customers' perspective of brands with higher brand equity, this in turn creates a more positive marketing mix response from buyers as opposed to brands with less affiliations. Accordingly, as far as the subjective point of view is concerned, brand value is the consequence of consumers' reactions and organisations' marketing activities, impacted by consumer brand associations (Kotler and Keller, 2012:333).

The second perspective mainly has to deal with information. From this perspective brand equity is an improved utility that is given to a product or service by a brand name

(Keller, 2013). With regard to this point of view, a brand name is a flag to consumers and purchasers about the quality of the product or service taken from the perceived firm expenses, and this information creates costs for the customer, and therefore the increased utility. This point of view is of importance as it presents a manner in which organisations make investments and incur expenses to market their brands, and factors like these are to be taken into consideration in the measuring of brand equity (Keller, 2013:213). The financial markets' viewpoint in terms of brand equity, characterises brand equity as a monetary measure of a company's market value minus the asset which is of tangible value (Walker and Mullins, 2009:40).

According to Walker and Mullins (2009:60) this point of view is two-fold namely it looks at the fact that the main firms's intangible value is the brand, secondly, it looks at equity from a corporate level.

According to Keller (2013:16) this view is important as it measures brand equity. Irrespective of the fact that brand equity comes from three different points of view and can be grouped into two classes: the financial viewpoint—that is, the value of the brand for the organisation and the consumer-based point of view—that is, the consumer-based brand equity (CBBE). Consequently, brand equity has an economic dimension, for instance it follows through with the financial point of view. Farquhar's definition, then again, is that the additional esteem which a given brand supplies a product or service takes after the consumer-based point of view. In addition, since brand equity influences and brings value to various stakeholders of an organisation, a third class of brand value has been recently proposed; employee-based brand value (Lamb *et al.*, 2015:105). Sheep *et al.* (2015:105) characterised employee-based brand equity (EBBE) as "the differential impact that brand knowledge has on an employee's reaction to their workplace." Therefore, the term consumer-based brand equity is then possibly made use of in order to allude to brand equity in general (Walker and Mullins, 2009:136).

Ultimately, from an accounting point of view, brand equity is supplanted by the organisation's trademark and the related goodwill an organisation possesses, as accountants see the world as resources not from the same brand perspective (Keller, 2009:18).

2.6.1.2 Principal Conceptualisations of Brand Equity

According to Keller (2009:15), brand equity is defined as a set of a brand's assets and liabilities that are linked to the brand, such as the symbol and name, and which also adds or subtracts the value provided by the product or service to an organisation's customers. According to Gunawardane (2015:25) the dimensions of brand equity are as follows: Brand awareness which talks to a potential customer's ability to recall and recognise a brand as a member of a particular category of product (Gunawardane, 2015:27).

As a tool to measure brand awareness, there is a need for brand recognition as well as brand recall (Keller, 2013:32). Brand loyalty is thereby the core of brand value. It is along these lines described as the profoundly held duty to rebuy a favoured product or service later on, subsequently causing a repetitive repurchasing behaviour of the goods or service regardless of situational impacts and marketing endeavours having the capacity to influence a buyer to switch behaviour.

Chen and Green (2016:54) define loyalty as an imperative measurement of equity; and if brand loyalty is measured in that manner, then brand value will be the ultimate outcome. Chen and Green (2016:96) conceptualise brand loyalty based on consumers' judgements and perspectives. Brand loyalty along these lines builds the value of a brand and the organisation since it develops an accumulation of buyers that will be loyal in the long haul and clients who are less likely to change to a competitor as a result of cost and evaluation. Brand association is therefore a portrayal of what a specific brand infers for a customer and in anything connected to the memory of a brand (Keller, 2013:40). Accordingly any contact or experience customers have with a brand can make, change, or reinforce certain positive or negative relationships with the product or service (Keller, 2003:39).

For an organisation to have a positive effect on brand equity, they should possess unique qualities, be strong, and favourable (Keller, 2009:39). Finally, perceived quality is closely distinguishable with that of a consumer's judgment of a product or brand's general prevalence or excellence. Along these lines, organisations need to accurately expand the actual quality of their brands and thereafter convey this quality through marketing actions with the aim of influencing perceived quality in a progressive way. Quality also considers the end-user or purchaser as it persuades them about

purchasing the brand; it differentiates the brand from the competition, and allows the firm to charge a premium price to thereafter broaden the brand (Gunawardane, 2015:40). Keller (1993), as cited in Keller (2013:39) established the client-based brand equity (CBBE), which is the most utilised model in today's marketing. Keller characterises the CBBE by expressing that the power of a brand is mainly dependant on what the customers have learned, felt, seen, and perceived over a period of time. Hence, CBBE is the differential impact of brand knowledge on a consumer's reaction to the marketing and advertising of the brand.

Keller, (2013:139) further characterises brand knowledge into two segments: (1) brand awareness and (2) brand image. Brand awareness is anything concerned with recognition and recall, and can be difficult to measure. Recognition can be regarded as the consumer's capacity to uphold previous exposure to the brand when given the brand or when exposed to the brand. Accordingly recognition, can be defined as the consumers' capacity to perceive the brand when they see a picture of the logo for instance. Recall on the other hand, can be regarded as the consumers' capacity to retrieve brand knowledge when given the product category. For instance, given the chance that a certain individual is required to list three fast food restaurants that come to mind, at that point they are recalling the "top of mind" brands for them. Brand image on the other hand, is a hard variable to be measured since it comprises of the judgements about a brand as reflected by the brand associations held in a certain consumer's memory, these can be identified with: characteristics, advantages, and demeanours. In this manner, the goal is to make a unique, strong and good relationship in s customer's mind that is able to prompt a more grounded brand image.

These affiliations can be somewhat controlled by advertising using a mix of instruments. This will enable the control of a brand's picture, in the off chance that it is not conceivable given the numerous brand affiliations that mainly rely upon individuals' perspectives which fall mainly out of an organisation's control, e.g. outer brand information, word-of-mouth, experience and exposure the consumers have specifically with the brand and customers' brand identification with an organisation.

2.7 Brand Equity Measurement

To be able to assess brand performance and the health of a brand, it is of fundamental importance for marketers to comprehend the value of their brands (Keller and

Lehmann, 2006:66). In this way, marketers should work around two segments of brand performance: which is to measure the value of the brand; and to measure the relationship between customer value and that of brand equity (Leone *et al.*, 2006:102). With respect to value, brand equity can be weighed by three perspectives: that is at a customer level, at an organisational level, and lastly at a financial related market level. Therefore the five extensive purposes for brand equity measures are indicated by Leone *et al.* (2006:103):

- Brand equity measures can be used as a guiding tool for marketing related strategies and tactical decisions,
- Can be mainly utilised as an valuation tool that can measure the extendibility of a particular brand,
- Brand equity also has the capabilities that can help evaluate the efficacy of marketing decisions made by a particular organisation or firm,
- Can be used as an apparatus that can track the health and strength of a particular brand when comparing it to that of its competitors, and
- Can be utilised to provide financial value of a particular brand in an organisation's balance sheets and financial transactions.

2.7.1 Corporate Brand Equity and Organisational Value

Zhang (2015:07) states that corporate brand equity can be defined as an appraisal that guides an organisation to figure out the type of name value related with the brands it markets to the general population and how this type of intangible asset benefits the continuous achievement within the context of the business. The idea behind this type of measurement used by an organisation is to get an idea of how intently buyers can relate the brand name with positive qualities, for example, trustworthiness, honesty, and quality.

A low brand valuation implies that the name is a disadvantage to an organisation as far as income age and open acknowledgment. A low brand equity on the other hand, implies that the organisation is doing little to help improve the bad name of the organisation and might be to a larger degree a risk rather than a benefit. Walker and Mullins (2009:26) define the concept of corporate brand value as a measurement that helps in the comprehension of the formation of shareholder value. The expanding acknowledgment of the value of intangibles goes with the steady increment in the gap

between organisations' book values and their stock market valuations, and sharp additions in premiums over stock markets value. To fill in as a helpful guide that portrays a brand as an incentive to the holder, brand equity can be recognised from other key performance indicators, for example, brand revenue or profit. Therefore building and maintaining close associations with end-users or customers plainly incorporates an actual expense to the organisation as a whole (Walker and Mullins, 2009).

Fayrene and Lee (2011:103) state that a corporate brand equity valuation approach seeks to determine, in customer and monetary related terms, the effect of the brand to an organisation's outputs and success. As a key apparatus for advancing brand management, it joins markets, brand, competitors, and financial related data into one main structure inside an organisational setting in which the performance of the brand can be assessed, segments for development can be recognised, and the financially related effects of placing resources and assets into the brand can be measured. It furthermore gives a plan around which an organisation can be strengthened and dealt with. Fayrene and Lee (2011:195) additionally expresses that a strong brand, ignoring the market as a variable in which a brand works, drives enhanced business performance. It does this through its capacity to impact the choice of consumers and its ability to promote loyalty; to attract, retain, and motivate consideration; and to cut down the cost of financing. There are three key segments in which most of valuations are conducted: through investigations of the financially related branded products' performance, through the role that the brand plays in the buyers' purchases, and through the competitive strength of the brand in question (Fayrene and Lee, 2011:161).

2.7.2 Brand Building Based on Customer Based Brand Equity

Kotler and Keller (2012:16) state that a customer-centric brand equity model used in building a strong brand comprises of the following phases that cannot be separated from each other:

1. **Brand identity:** The identity of a brand ensures that the customer is able to distinguish the brand in a particular market setting and is able to associate it with

a need. The aim of being able to identify a brand is to therefore ensure an intensive brand awareness.

2. **Brand meaning:** In the quest for an organisation to set up brand meaning within customers' minds, an organisation can accomplish such by linking the brand's associations with particular properties.
3. **Brand responses:** The capacity of a particular organisation to achieve a proper response from customers with regards to the organisation's brand identity and brand meaning. In this very same manner the objective of this brand stage is for an organisation's marketing to achieve positive and open responses from purchasers.
4. **Brand relationships:** Brand relations aim to change brand responses by creating loyalty between the customer and the brand. Figure 2.3 below is used for explain the context of this (Keller, 2013:18).

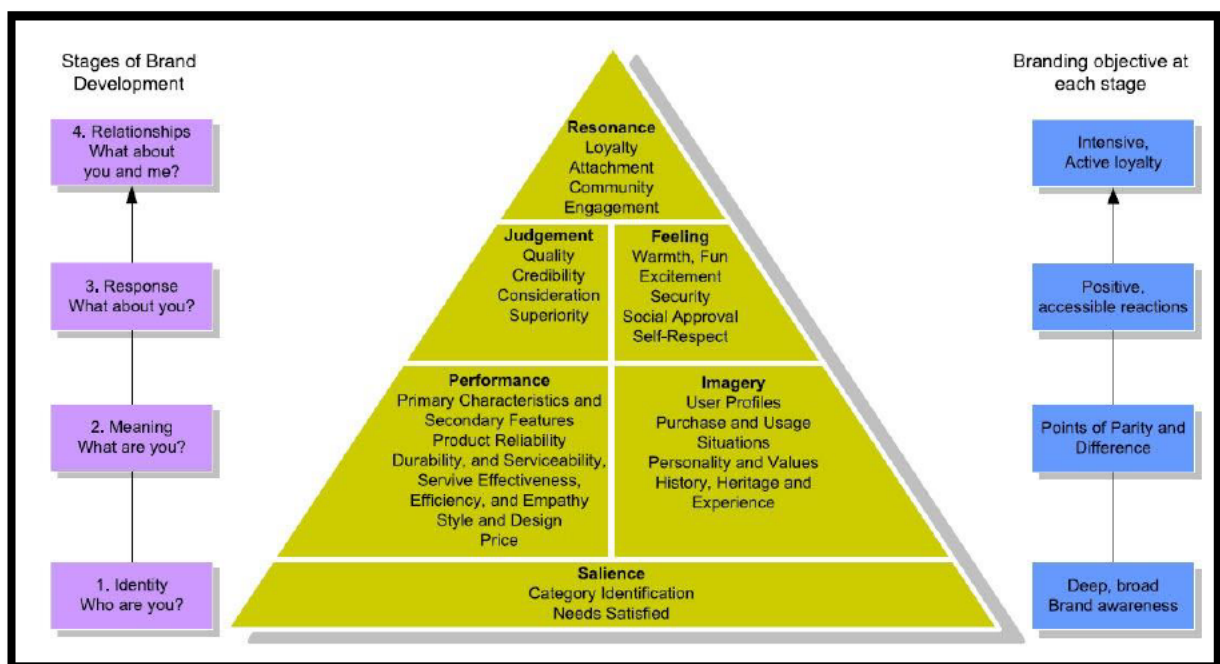


Figure 2.3 Customer Based Brand Equity Model

Adapted from Keller, K.L., 2013. **Strategic Brand Management**. 4th ed. England: Pearson, pp.105.

2.7.3 Brand Equity Financial Performance

The business environment is faced with financial pressures that are relentlessly expanding. Organisations' marketers are therefore continually asked by stakeholders to bring or produce growing brand sales while monitoring expenses. Thus the need to improve brand performance comes about when an organisation tries to focus on performance excellence (Aydin and Ulengin, 2015:222). Performance is often used as an interdependent variable in marketing literature. The performance of a brand is a mere indication of how effective a brand is in the market arena and its main objective is to evaluate the vital strategic successes of a brand (Hsu *et al.*, 2013:62).

The performance of a brand can be differentiated into two sections that include the brand market performance and brand profitability performance. Hsu *et al.* (2013:70) express that the brand profitability performance mainly has to do with a list of the financial shares of a brand with regards to the retailing of benefits, while on the other hand the brand market performance is a measurement that mainly considers the market demands and evaluates indices, for example, sale levels and market share. To evaluate the performance of a brand Aaker (1996:113) as cited in Mizik (2014:111) proposes factors related to the measurement of market conduct. Mizik (2014:111) further indicates that factors that can be used as brand performance measurement have to deal with price, distribution and market share.

In an event that a brand possesses a relatively favourable position in consumers' minds, it should have an increased market share. Market share or sales related data is broadly influenced by a distribution coverage. In the event that a brand loses its market share or at a point that it is in a developing phase, the organisation's sales will be generally influenced (Mizik, 2014:132). Aydin and Ulengin (2015:169) consider price elasticity, price premium, market share, cost structure, profitability and the achievement in classification expansion as the prime records used in the measurement of a brand's performance. According to Aydin and Ulengin (2015:139), brand premium is in actual fact regarded as the additional costs that a customer compensates for the brand of a product or service offering, and the price elasticity is therefore regarded as an expansion or reduction of the demand of the brand because of a rise or decrease in price. Market share is regarded as an index used to measure the success of a marketing programme in brand unit sales (Mizik, 2014:165).

The cost structure or the capacity to diminish expenditures with respect to the marketing programmes of a brand is an immediate result of the dominating customer attitude. As such, since customers currently have ideal sentiments and information about a specific brand, any amount of the marketing programme is in all probability going to be all the more successful for a comparative utilised level.

2.8 Measurement of Consumer-Based Brand Equity

According to Christodoulides and de Chernatony (2010:65) brands can be used as vital strategic keys that offer a certain dimension that is used to signify and stabilise the collaboration between the firm and its customers, therefore brands can be used for the management and measurement of the value of the brand, with regards to the buyer's perspective (Christodoulides and de Chernatony, 2010:99). An organisation that measures brand equity needs to realise the importance of being able to quantify the value to the extent stature and strength. A brief clarification of each of the expansive elements that are applied in estimating brand equity are given beneath.

- **Differentiation:** Differentiation mainly refers to the uniqueness of a brand with regards to a brand offering that offers the end user the extent to which the brand can actually influence value through marketing (Christodoulides and de Chernatony, 2010:19).
- **Relevance:** The concept of relevance relates to the personal appropriateness of a brand to its end users or consumers, relevance also relates to the way a brand is perceived to be of higher value to a more extensive population of consumers (Christodoulides and de Chernatony, 2010:18).
- **Esteem:** The term esteem refers to the perceptions of customers with regards to the popularity of the brand. Thus esteems determines the consumers' response to marketing activities (Christodoulides and de Chernatony, 2010:43).

Having looked at the above criteria and evaluated the different brand equity measurement scales, the one by Yoo and Donthu (2001), as cited in Plank (2012:40) which expands on the main theories of Brand Equity by Plank (2012:40) was considered to be the most pertinent regarding a consumer-based brand equity (CBBE) measurement scale which is used as a part of this study. The following are outlined

measurements and the reasons behind the selection. The estimation scale categorises brand value into the below variables or measurements: brand salience, brand imagery, brand judgments, and brand feelings (which identifies with brand inclination). The scale has been approved crosswise over societies and over all products and brand categories.

2.8.1 Brand Salience

As indicated by Ullah and Jan (2012:72), salience is more widespread as compared to any single measure of brand performance. It essentially relies upon all the diverse possible measures of performance. For example if a particular brand has performed notability compared to a another brand, this would imply that the brand has more consumers:

- Brand A consumers would also, in this case, be very familiar with the brand by means of measurable awareness. This can be called customer-based brand equity (Keller, 2013:75).
- If an organisation's consumers have brand A as a brand they frequently purchase or might purchase, this would mean that consumers would purchase brand B as an alternative should the brand A be unavailable.
- For a particular consumer or customer the intention to purchase or make use of brand A in the near future.
- Certain individuals would select brand A when faced with a diverse selection of brands in a particular outlet. This could imply that consumers perceive brand A to have brand assurance (for example, the organisation's capacity for after sales service, and accessibility).
- If a consumer perceives brand A to hold a capacity of positive attributes.
- If a customer perceives brand A as value for money, the outcome would result in consumers talking more about brand A and during such discussions consumers would then indicate a measurable capacity that proves their loyalty to brand A.

- In a case whereby consumers are very much aware of the brand through its marketing campaigns and advertisements and are more than likely to recall them.

The above explanations are however criticised by Romaniuk (2014:82) who portrays the use of brand salience by Alhaddad (2015) as being different for that of most advertising and research experts. Brand salience is then criticised as alluding to the order in which a brand rings a bell in the consumer's mind when a particular category is mentioned. Accordingly, the above definition varies from that of Keller (2009) as it mainly has to do with consumers' consideration and awareness rather than with their attitudes. Notwithstanding that, Keller (2009:52) reasons that advertising affects the brand image while it affects the portion of the overall industry through expanded brand salience.

2.8.2 Brand Imagery

According to Zhang (2015:80) brand imagery portrays or depicts tangible recollections which can also include past encounters of a particular individual. Chen and Green (2016:54) portray brand imagery as alluding to more elusive parts of the brand which the potential clients uniquely consider a brand to possess.

Zhang (2015:80) points out that brand imagery is intangible and that it can have a link to a brand directly, however for the purpose of this this particular study the four main relations are indicated below as follows:

- **User profiles:** This can be mainly defined as the mental picture or image of actual users (this can be seen as either individuals or the organisation). The relationship is based on demographical factors.
- **Purchase und usage situations:** This viewpoint can be related to the affiliations consumers have about specific conditions under which they can or should purchase or conceivably utilise a specific the brand.
- **Personality and values:** This alludes to personality values of the brand itself and has little to do with the personality and values of the consumer.

- **History, heritage and experiences:** This alludes to affiliations buyers may have by looking into their past experiences with a specific brand.

2.8.3 Brand Judgments

Blythe (2010:88) states that brand judgment insinuates the conclusions drawn and assessments made of the brand by shoppers. These assessments and sentiments are derived from the affiliations clients may have with brand performance or with imagery.

- **Brand Quality:** This mainly refers to consumers' attitudes towards the perceived quality a brand might have and its delivered customer satisfaction and value.
- **Brand Credibility:** Brand credibility has a lot to do with the extent to which customers perceive the organisation behind the brand to be credible. The credibility can also be divided into different dimensions, namely:
 - a) Perceived expertise (with regards to perceived expertise a brand is perceived as competent, innovative and as a market leader),
 - b) Trustworthiness (in this regard a brand is considered dependable and considers customers' interests) and,
 - c) Likability (with likability a brand can be perceived to be fun, of interest and worthy of spending time with).
- **Brand Consideration:** By definition is said to be the extent to which customers or individuals consider purchasing a particular brand. Brand consideration is therefore mainly based on consumer brand experience.
- **Brand Superiority:** Brand superiority is the extent to which consumers value the brand above other brands in a particular cartegory.

2.8.4 Brand Feelings

Kotler and Keller (2012:100) state that the term brand feelings, refers to the emotional responses of customers to the brand. This mainly has to do with customers' sentiments that are related to the brand and are evoked within the customers. Below are the six largest brand-building feelings and are stated as follows:

- **Warmth:** The term warmth mainly has to do with feelings of calm, warm-heartedness, affection or peacefulness, these feelings are all evoked in consumers by a brand.
- **Fun:** The term fun with regards to brand feelings mainly has to do with customers' feelings of joy or playfulness. These feelings are evoked mainly by a particular brand.
- **Excitement:** The term excitement mainly refers to a point whereby consumers feel happy or energised through a particular brand and perceive their experiences with that particular brand as special.
- **Comfort and self-assurance:** are mainly evoked by a particular brand, in other words consumer's feelings can rule out worry or concerns about a particular brand offering. The use of a particular brand can be viewed as a form of social approval, in an instance whereby a brand gives users a feeling that they are looked at or perceived favourably by others around them.
- **Self-respect:** This is self-respect given by consumers when consuming the brand. Purchasers then receive a good feeling about themselves, and those particular feelings refer to feelings of pride, fulfilment and of being accomplished.

2.8.5 Brand Resonance

According to Chaudhuri and Holbrook (2010:23) brand resonance can be seen as the relationship and the level of customers' identification with a particular brand. Brand resonance is portrayed by two measurements explained below:

- **Behavioural loyalty:** Maheshwari and Lodorfos (2014:63) state that the term behavioural loyalty is indicated by two sets of variables: Repeat purchases as well as share of category requirements. Repeat purchases is mainly characterised in terms of how regularly a certain consumer or client purchases a specific brand within a particular time period. According to Farjam and Hongyi (2015:30) behavioural loyalty is therefore required yet insufficient as it aims to create brand

resonance, in other instances a brand might get loyalty from many other factors such as the product being the only available or affordable in a market setting.

- **Attitudinal attachment:** For a brand to create and gain resonance, a strong personal connection will be highly required. This attachment can only be achieved and perfected through the use of marketing and achieving customer satisfaction (Özsomer *et al.*, 2012:31).
- **Sense of community:** Severi and Ling (2013:21) state that a brand community is a gathering of consumers with a common brand enthusiasm. This definition has been recognised and connected by others such as Kim (2013:29) who likewise brings up that the brand community is useful for both the customer and the brand, as the client can satisfy social needs while the brand acknowledges the advantages of having loyal customers who actually advocate for the brand.
- **Active engagement:** As per Mizik (2014:26) the most capable sign of loyalty to a brand is the dynamic engagement of customers with the brand. Only then when there is active engagement can loyalty be formed.

2.9 Brand Valuation

In the event that brand equity contributes a certain amount of benefit to an organisation, it is still considered to be an intangible asset. According to Alhaddad, (2015:23) brands ought to be thought of as assets. Alhaddad (2015:21) further characterises an asset as "something a firm has, for example, a brand name or retail location, which is better than that of competitors. Assets and skills give the organisation the premise of a competitive advantage that is feasible. An asset is therefore a generator of profit streams, particularly when it is promoted and shows up on the balance sheet as favourable (Anabila and Awunyo, 2014:89). There are two principle reasons that have been advanced, one being money related and the other being vital. From a financial point of view, it is imperative to gauge the measurement of a brand for mergers, obtaining or divestiture purposes. In this example, it is said to be critical for purchasers and merchants to concede to an adequate incentive for the brand. The strategic motivation is driven by the need to enhance marketing productivity. Given higher costs, more prominent competition and flattening demand

in numerous markets, firms look to expand the efficiency of their marketing costs. Thusly, marketers require a more exhaustive comprehension of consumer behaviour as a reason for settling on better strategic decisions about target market definition and product positioning, and additionally better strategic choices about particular marketing mix activities.

2.10 Brand Health

According to Rooney (2015:78) brand health can be characterised as a measure of how well an organisation or brand delivers on specific attributes of a product or service that it guarantees its customers, particularly how those attributes are seen by customers as far as quality and appeal. A healthy brand conveys predictable, vital, and individual encounters for the customer, while less attractive brand health is frequently associated with customer experiences that are conflicting and conveyed with minimal emotional connection to the customer.

A brand is a vital tool for all organisations as it outlines the identity and the picture of the organisation itself. Before an organisation can accomplish the brand esteem level or the need to keep up their image value, it is essential for them to consider the brand health. Zhang (2015:73) conveys that brand health is related to the present and future help of buyers. As well as that, brand health additionally has a forceful position and it is substantial and basic in overseeing brands and business performance in a forward-looking perspective.

Brand health is something new in business achievement measurement, and is a relatively new concept that organisations need to be aware of. Likewise, a brands health level is a pointer for the business to quantify their image mindfulness among the buyers instead of showing the accomplishment of the organisation itself. As expressed by Mizik (2014:16), a healthy brand is the sign of an organisation that is set up to flourish. In reality, these days an organisation ought to consider their brand health to keep up with or meet the brand equity as both are related. The brand health is managed by the correspondence and the response from the buyers. In brand health, some business specialists estimate it through the resilience and the responsiveness of the customers (Qiang , 2011:89).

2.10.1 Brand Health Index

Mirzaei, Gray, Baumann, Johnson and Winzar (2015) developed a long-term based behavioural measure called the brand health index (BHI) to evaluate the health of a brand. This was in response to the need for accountability in marketing and for assessing brand building efforts over the long-term.

The BHI is the first longitudinal measure that incorporates the long-term sales performance of a brand in measuring its health and provides managerial insights into effective long-term brand management. Mirzaei *et al.* (2015) conducted a longitudinal analysis from 2002 to 2011 and applying a two-way cluster-robust error regression showed that the BHI measure is significantly positively correlated with ROA and EPS.

2.11 Shareholder Value

Blythe (2010:132) states that the essential objective for any enterprise is to maximise shareholder value, i.e. either through paying dividends and/or increasing the stock price. Organisations make incentives at a point whereby they contribute capital at rates of return that exceed their capital contribution. The more capital contributed at higher rates of return, the more value the organisation makes, and insofar as profits for capital surpass the cost of the capital, quicker development creates more value. Anger *et al.* (2006:196) accentuate the idea of opportunity cost by highlighting that shareholder value is not made through positive stock returns or expanded market capitalisation; rather, it is made only if an organisation's stock returns are higher than profits the organisation's shareholders get from alternative investments of comparable risk (Madden *et al.*, 2009:163).

At a point when one would relate the above to investment in branding, this would simply mean that for the brand investment to increase the value of its investors, the return from brand investment should be relatively higher than the return the shareholders would get from the stock market. Anabila and Awunyo (2014:63) state that an organisation that concentrates on shareholder value is a healthier organisation with an overflow of benefits, e.g. stronger economies, higher living standards, and more employment opportunities. Some key measures that are used by investors to help determine if the value of their holdings in an organisation are expanding, diminishing or have stayed unaltered are: total shareholder return, earnings per share and market-to-book ratio. Profit per share (EPS) is also a prevalent indicator of

shareholders' return. Petersen and McAlister, (2012:96) characterise EPS as an organisation's net profit after tax divided by the aggregate number of shares in issue.

EPS is computed as follows: $EPS = \text{Net profit after tax} / \text{shares in issue}$.

Many investors prefer to use headline earnings per share (HEPS) as this strips out extraordinary items, e.g. profits or losses related to the sale or termination of discontinued activities, fixed assets or related businesses, or from any permanent devaluation or write-off of their values. As indicated by Veljković and Kaličanin (2016) headline earnings give an organisation stringent measurement tools. Investors can therefore utilise it to thoroughly analyse diverse organisations as indicated by the standard method of accounting for net income (and EPS) (Veljković and Kaličanin, 2016:163).

2.11.1 Key Brand Valuation Methods

For brand valuation, four approaches for assessing the value of a brand can be utilised, namely: price premium, customer preference, replacement value, stock price movement methods and brand value based upon future earnings.

- **The price premium method:** The price based method is mainly based on the price premium that the name of the brand can support. The value of a brand name in a given year would therefore be that of the price differential multiplied by the unit sales volume. The capacity to discount such cash flow over a period of time provides an approach for valuing a brand. However Qiang (2011:102) indicates that though this method is not ideal for an organisation to measure brand equity at a point where prices are fairly similar, for example cigarettes and airlines.
- **The customer preference method:** The customer preference method is mainly used by organisations to measure the strength of a brand with regards to the preference of customers, attitudes or the intent to purchase. The main issue would then be the capacity a brand name contributes to market share and brand loyalty. The value of the brand would then amount to the marginal value of the extra sales (or market share) that the brand name supports. Ferjani *et al.* (2013) state that organisations which attempt to use this method would find it to be too static, as it only looks at the current or present power a brand has and ignores the future impact in the event that the particular brand improves.

- **The replacement value method:** The replacement value method bases the value of a brand on what it would relatively cost to replace it, this means the cost of establishing a comparable name and business. If it would cost R400M to establish a new brand to the same level as the current one, that is the replacement value.
- **The stock price method:** The stock price movement technique was formerly produced and introduced by Simon and Sullivan. This technique uses stock value brand equity. The developers' primary notion was that stock markets change the cost of a firm and causes them to reflect future prospects of a brand. Moreover the stock value development technique to a great extent depends on an effective market hypothesis, which expresses that the organisation's stock cost completely mirrors all accessible data anticipated, and future money streams that investors would receive (Simon and Sullivan, 2013:26). Rahgozar (2012:98) likewise asserts that effective marketing activity creates demand for an organisation's stock, which will in turn make stock costs increase up to the point whereby the cost of the stock completely mirrors the normal future returns from the new information. On the off chance that the future value exceeds future expectation of the firm, the expansion is appropriated into stock costs when the news is uncovered. Aydin and Ulengin (2015:108) contend that the model works better on the level traded on an open market firm and along these lines will be most valid and helpful for a firm with a predominant brand.

2.11.2 Linking Brand Equity and Shareholder Value

Kim and Richarme (2012:96), created a relationship between an organisation's advertising and marketing expenses and its fairly estimated market value, when supporting the link between a firm's brand building activities and its market value. Using the Fama Fench method, Petersen and McAlister (2012:100) demonstrate that changes in brand equity are to a large extent associated with changes in a firm's value. Petersen and McAlister (2012:100) indicate that a portfolio of brands identified as strong according to Interbrand's valuation method displayed statistically and economically significant performance advantages compared with the overall market (Glaser, 2013:369). Based on these results, Petersen and McAlister (2012:501) further argue that firms that have created strong, healthy brands develop strongly for their investors by yielding returns that are more noteworthy in scale.

2.12 Summary

The literature review has primarily centred on understanding the idea of branding and brand equity and their advantages to the firm and its investors. A large portion of the literature reviewed by different authors dealt with consumer-based brand equity and little consideration has been paid to showcase the concept based on brand equity. The literature review established that brand equity includes "the value added to a product by purchasers' associations and view of a specific brand name". The advantages of buyer-based brand value were additionally illustrated. The literature highlighted the capacity to charge a cost premium over competitors, and customer lifetime value because of expanded loyalty as being the key advantages of owning a strong brand. The literature likewise detailed elements of how consumer-based brand equity can be constructed, maintained and/or fortified. The requirement for robust assessment of marketing efforts was established.

The literature highlighted that the greatest challenge faced by the marketing world in managing brands today is that marketing is a substantial investment that yields long-term results while organisations want short-term results (short-termism), for the most part inferable from the quarterly stock reporting prerequisite. The writing survey set up that brands do surely have value and that is the reason why significant associations are set up to pay dividends which are larger than the book value of their assets to acquire them. Severi and Ling (2013:236) indicated that solid brand value would show in the financial market value of a firm, and, finally, shareholder value. The reporting uncovered a gap in research that builds up the connection between brand equity and investor value inside a South African setting. This study aims to bridge this gap between theory and execution in a South African context.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter seeks to discuss the methodology adopted for conducting this research and the justification given for the research method chosen. This chapter starts with the aim of the study followed by the research design and methods that will be employed in this study, the research paradigm, population and sample of the study, sampling method, data collection, data analysis, reliability and validity are investigated.

3.2 Research Methodology

Research methodology as a plan is utilised to depict a model and framework within which the research is to be conducted (Quinlan *et al.*, 2015:59). In addition, Sekaran and Bougie (2013:96) elaborate by defining business research as a systematic, organised, data-based, critical, objective, inquiry or investigation into a specific problem undertaken with the purpose of finding answers. Render *et al.* (2012:90) further state that research methodology focuses on the process of the research and the procedures and tools to be used.

Quinlan *et al.* (2015:60) further explain research methodology as a plan that consists of important philosophies and attitudes which drives the researchers into selecting a certain type of method from many others. It is therefore vital that the researcher selects the right design and approach based on the overall nature of the study.

3.4 Research Design and Approach

3.4.1 Research Design

According to Zikmund *et al.* (2016:366) a research design is a plan and structure used in an investigation to conceive and to obtain answers to the relevant research questions at hand. Thus, the research design helps in answering the research question and to further make the study more indepth (Zikmund *et al.*, 2016:366). Kumar (2011:71) states that research design is utilised in order to organise all relevant activities that take place in the study, including data collection, in such a manner that ensures that the researcher is able to achieve the research aims.

A research design has many forms, explained briefly below by Saunders *et al.* (2016:72):

- Casual-comparative research: Casual-comparative research makes use of an experimental design that closely looks at comparable groups in order to establish differences among variables.
- Correlation research: Research where the aim is to discover a correlation between variables by the use of correlational statistics.
- Explanatory research: Explains the relationship between the variables and identifies connectedness among those components of a phenomenon.
- Descriptive research: This research design gives a description of the existing phenomenon and discovers answers to questions about the fundamental characteristics which actually define the subject of research.
- Exploratory research: An exploratory research design is in most cases concerned with finding out what is happening and discovering new insights about the phenomenon.

To measure the financial value of the health of a brand over time, this study applies the regression method to determine the relationship between BHI and financial performance. Therefore, this research study falls under the classification of causal research.

The variables under consideration are brand health and profitability. The two-way cluster-robust errors method is therefore utilised to represent brand health and headline earnings per share used to represent shareholder returns. The objective of the research is to determine whether a relationship exists between the variables under investigation and does not seek to establish causation.

3.4.2 Research Approach

Zikmund *et al.* (2016:58) state that the research approach is a tool for the examination of the social situations from which a particular understanding of these episodes can be gained and therefore seeks explanations. A research approach looks to develop the knowledge and establish the essence of knowledge. Furthermore it also extends into making use of both a qualitative and quantitative methodology. A research approach is therefore a pattern based on practices and of beliefs that make regulation in an

investigation within a discipline, making provision for the views within an investigation (Render, *et al.*, 2014:60). Render *et al.* (2014:60) affirm that a research approach is an important tool that is used in data collection in an appropriate and most effective manner.

There are two schools of thought when it comes to the research design and research process, which are quantitative and qualitative.

3.4.2.1 Quantitative Approach

Positivism is a quantitative method of research that helps to explain and look at the social occurrences making use of statistical measurements. According to Render *et al.*, (2014:61) this method of positivism enables for quantifiable observations while using statistics for result evaluation. The advantage of this research is that the findings are objective and reliable.

3.4.2.2 Qualitative Approach

This research method investigates the social occurrences by finding the in-depth approaches and information through inductive methods. According to Kumar (2014:100), this approach is highly focused on the interpretation of social psychological episodes from the point of view of the participants who are involved.

3.4.2.3 Mixed or Combined Approach

A combined research approach, on the other hand, takes hold of the advantages of the strengths of both the quantitative and qualitative approaches whilst taking into consideration their weaknesses.

3.4.2.4 The Research Approach for this Study

Based on the above theory it can be noted that there are different methods that can be employed in this study, however a quantitative approach was used to measure the financial value of a healthy brand over a period of time. A positivist approach was also used in order to ensure objectivity and assist in confirming and validating relationships between research variables. The research used secondary historical quantitative

information. Secondary data is information that was previously collected and assembled for another use other than the one at hand (Zikmund *et al.*, 2016:222).

Secondary data was used in this instance because the information needed for the analysis already existed, therefore there was no need to reinvent the wheel. The use of already existing information was an advantage for this study because information could be gathered faster and more inexpensively than primary data. Zikmund refers to the process applied in this study as model building, i.e. an attempt to specify relationships between variables based on secondary data, sometimes using descriptive or predictive equations (Bradley, 2013:101).

However, with that being said, the disadvantages of such secondary data is that it might be outdated. The researcher however eliminated such an issue by ensuring that the data used was not older than five years.

3.5 Research Philosophy

According to Saunders *et al.* (2012) research philosophy is a system made up of assumptions and beliefs that deal with the knowledge development. Different hypotheses are brought up during the course of a research study, such assumptions influence the way the research questions are understood, which methods are used and how the findings can be interpreted. According to Krshnaswamy *et al.*(2016:171) the three assumptions are as follows:

- Epistemological assumptions: these assumptions are based on human knowledge,
- Ontological assumptions: these assumptions are based on realities,
- Axiological assumptions: these types of assumptions are based on the extent and ways in which the author or writer's values might influence how the research is carried out.

The diagram below is used for the purpose of explaining the philosophy of research in the form of the onion, (Saunders *et al.* 2012:256). Presented below it shows various approaches, strategies, time horizons and the research methods used in the collection of data.

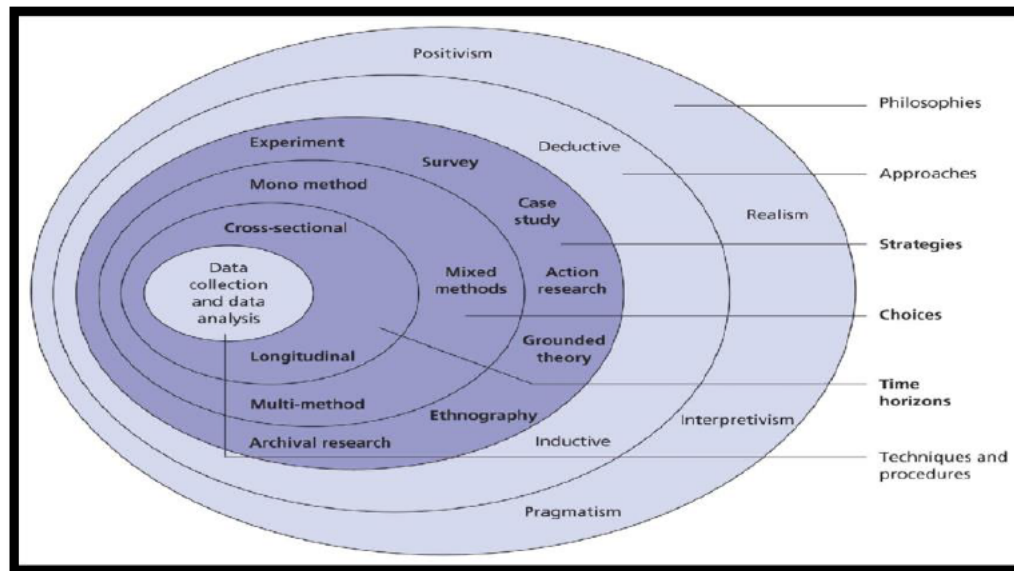


Figure 3.1. The Research Onion Process

Saunders *et al.* (2012) **Research Methods for Business Students**. 6th edition. London: Pearson Education Limited, p.101

There are five philosophies identified, namely: The critical realism, positivism, interpretivism, post modernism, and lastly pragmatism which will be discussed further.

- **Critical realism**

Bryman and Bell (2013:273) state that the term critical realism is mainly concerned with explaining what researchers see and experience when they are faced with underlying structures of reality that shape observable events. The critical realism views reality as the most critical philosophical consideration. Reality is also viewed as independent of the external environment, however it is not accessible directly through the knowledge and observation of it. What is being experienced is empirical, and is regarded as a manifestation of things in the real world rather than actual tangible things. This type of philosophy can be distinguished from direct realism (positivism).

- **Positivism (Quantitative)**

With the positivism philosophy the researcher works with an observable social reality to produce generalisations. According to Bhattacharyya (2013:71) a positivism philosophy is adopted in most case scenarios by researchers.

- **Interpretivism/ Phenomenological (Qualitative)**

Render *et al.* (2012:264) state that interpretivism is a perspective that emphasises the fact that individuals are different from the physical phenomena due to their ability to create meanings. Interpretism therefore studies meanings. It incorporates factors such as phenomenology and symbolic interactions in its construct. The main argument is that the social and human world cannot be studied in a similar manner.

- **Post-modernism**

The post-modernism approach only has an emphasis on the role played by language in contrast to positivism as well as objectivism in the research.

- **Pragmatism**

The concept of pragmatism is only relevant when action is supported. However, in an inductive approach, a research study first begins with the collection of data used to study a particular phenomenon and to generate theories, it is often in the form of a conceptual bodywork.

3.5.1 Selected Philosophy

The main reason behind selecting such an approach is mainly because the positivist approach is deductive in nature and allows for a quantitative design to be used. The research therefore involves observable events that are in sync with a positivism approach. Generalisations can also be made from the present study about brand health comparison between selected brands in South Africa listed on the JSE.

3.6 Target Population

According to Render *et al.* (2012:387), a target population is a complete groups of items of a specific population that can be extracted for measurement (Pavan and

Kulkarni, 2014:305). The group would therefore display similar characteristics which can be used to identify the necessary information to be used in a research study.

For the purpose of this study, the target population consists of brands competing on the Johannesburg Stock Exchange in South Africa.

3.7 Sampling

Trochim (2011:56) defines a population as a set full of cases from which a sample can be drawn. Sampling on the other hand is defined by Taherdoost (2016:20) as a representation of the population that is used and possesses similar characteristics to that of an entire population (Quinlan *et al.*, 2015:101). The reason behind narrowing down a target population is to help the researcher economise on funds or resources needed, yet still maintaining reasonable quality. According to Pavan and Kulkarni (2014), a precondition for sampling is that the selected sample has to be representative of the population under study, this will allow the researcher to make generalisations about the population of interest. The various elements of the sampling process, i.e. sampling frame, method, size, and sampling units, are discussed below:

3.7.1 Sampling Frame

According to Bradley (2013:65), this is a list of elements found in a population from where a sample is drawn. The most common sampling frames are existing databases found in organisations. The sample frame for this study consists of brands that were listed on the Johannesburg Stock Exchange.

3.7.2 Sampling Design

Representativeness and generalisability are both factors used to determine a sample design.

According to Krshnaswamy *et al.* (2016:61) there are two types of sampling designs that exist, these categories are called: probability and non-probability sampling. Probability designs result in the dependable depiction of the population whilst non-probability designs use the researcher's judgement and can therefore not be truly used to make generalisations about the entire population.

For the purpose of this study a non-probability purposive sampling technique was used. A non-probability sample is further defined by Render *et al.* (2012:89) as a

sample in which units of the sample are selected on the basis of personal judgement or convenience (Quinlan *et al.*, 2015:259). In the case of purposive sampling, the researcher selects the sample based on some appropriate characteristics of the sample members. The sampling units were selected according to the following criteria:

- The brands must have been trading in South Africa.
- The companies owning the brands must have been publicly held companies, listed on the JSE Securities Exchange. This was to allow for easy access to the companies' financial data, as it would be publicly available.
- The companies owning the brands must have been listed on the JSE for the last five years. The reason for this was so that the company financial performance could be tracked over a longer period, i.e. five years. According to Saunders *et al.* (2012:96) there are no appropriate statistical techniques for measuring random sampling error from a non-probability sample, therefore projecting the data beyond the sample is inappropriate.

3.7.3 Sample Size

According to Malone *et al.* (2016:89), sample size portrays the elements from which information and data are collected. Malone *et al.* (2016:89) further indicate that large sample sizes are accurately more precise than a small sample. A sample of no less than 30 units is usually a statistically significant sample size. For this research an attempt was made to ensure that a sample size is over 30, however, due to unavailability of financial data on some brands that belonged to unlisted companies, it was only possible to analyse 28 brands in total. The brands that were analysed came from long-term insurance, short-term insurance, grocery stores and clothing stores, manufacturers, packaging industries, banking institutions, and telecommunications companies.

3.8 Data Collection

According to Malone *et al.* (2016:56), data is collected to answer questions as to why things happen the way they do. The collected data is also analysed in a manner in which the researcher can make recommendations, decisions and ultimately draw conclusions in order to establish answers for the research questions. Data can be collected by using primary or secondary sources. Murgan (2015:266) states that primary data is first-hand information directly collected by the researcher from different

sources for example: individuals, groups and questionnaires. Secondary data is the information that was collected prior to the research, that is it already exists. Secondary data resources include the reviewing of past literature that has been published or unpublished articles by various researchers, organisational records, archived records, data published in statistical and other journals, government publications and websites (Murgan, 2015:266).

There are different types of data sets that were used for this particular study, namely. financial indicators and branding data:

Financial indicators were sourced from Bloomberg terminal. The site provided a ten-year history of technical and fundamental data on companies listed on the Johannesburg Stock Exchange. The EPS, BHI, share price, organisation's performance and other company-related information were obtained via the technical reports found on this site. The second set of branding information, and journals for South African companies, were obtained from an online article found on Google Scholar, and from articles published on the Internet.

3.9 Data Analysis

Kawulich (2014:95) defines data analysis as the process of converting raw data, by attributing value to it with the main purpose of producing useful information. The process of data analysis is mainly the conversion of research questions to answers.

The data analysis method used for this study was standard deviation of growth and correlation analysis. The brand health scores for the identified brands for 2007, 2011 and 2015, were paired with BHI and financial performance for their holding companies for the same years and a standard deviation and correlation analysis was conducted in order to determine if a relationship exists between them and if it does exist, the direction and strength of such a relationship. In this exercise, each of the brand's health index scores and company's performance scores were obtained and analysed for trends. These results are presented in appendix C.

The variables were paired and illustrated on the scatter plot. Thereafter, a simple correlation coefficient was calculated for each of the pairs using the correlation function in Microsoft Excel. Thereafter, a more detailed analysis was conducted

utilising a statistics package. The correlation coefficient is a number that gives a numeric indication of the strength of the relationship between the two variables.

According to Wang (2012:62) the correlation method is therefore a useful tool that helps describe the relationship between two variables. It measures the strength and direction of a linear relationship between two numerical variables.

3.10 Validity and Reliability

Research needs to maintain the quality of the research instrument, this is done for the reason of validity and reliability which has to be presented.

3.10.1 Validity

According to Kawulich (2014:62), there are four types of validity found in purely scientific research, each of which can be tested in a study:

- **Internal validity:** In the event that the interconnection between certain variables is causal, this refers to the correlation between independent and dependent variables. It is associated with the design of the experiment relevant only in studies that try to establish a causal correlation. For example, it can be used for the desultory assignment of treatments.
- **External validity:** Occurs when there is a causal correlation between the cause and effect that can be transferred to people and different measurement variables which differ from each other.
- **Statistical conclusion validity:** This relates to the conclusion reached about the extent of the correlation between two variables. For instance, when aiming to find the strength of correlation between two variables that have been under observation and analysis. When a conclusion is reached, then it is said to be statistical conclusion validity. The two types of statistical conclusion validity are: Type one error and Type two error.
- **Construct validity:** The extent that a measurement actually represents the construct it is measuring. For example, in structural equation modelling, a construct is drawn, then after it is presumed that factor loading for the construct is greater. The research undertaken in this study ensured that this type of validity was ensured when measuring variables.

3.10.2 Reliability

According to Salkind (2014:122), reliability is the measure of how stable a measurement instrument is going to be. In this particular study reliability was done according to the approach indicated below. This was done so as to ensure consistency and reliability of data analysed and collected.

3.11 Methodology

In line with Mirzaei *et al.* (2015) this study defines a brand with a long run of persistent growth in sales as healthy. This is because such a brand has, over time, proven its ability to adopt operative approaches in marketing in response to shifting consumer perceptions thereby maintaining a high growth in sales over an extended period (for example five to ten years and beyond). Thus, a healthy brand is therefore construed to be a brand with high accumulative growth and minimal volatility in growth over a extended period of time. Concentrating on the purchasing habits on consumers, this study adopts the Brand Health Index (BHI) of Mirzaei *et al.* (2015:96) as an unbiased measure of brand health. The BHI is centered on the two main drivers of brand value in the long term - growth and tenacity – and it is the part of sales growth in the long term to volatility in sales growth.

3.11.1 Brand Health Index (BHI)

Using standard deviation as a representation of volatility, the health of a brand over a T-year period is given as:

$$\text{Brand Health Index}_{it}(\text{BHI}_{it}) = \text{Sustained Growth} = \frac{\sum_{t-T}^t \text{Growth}_{it}}{\text{SD}_{\text{gi}(t-T,t)}}$$

$$\text{Growth}_{i,t} = \frac{(\text{Sales}_{it} - \text{Sales}_{it-1})}{\text{Sales}_{it-1}}$$

$$\text{SD}_{\text{gi}(t-T,t)} = \sqrt{\frac{\sum_{t-T}^t (\text{Growth}_{it} - \overline{\text{Growth}_{1(t-T,t)}})^2}{T - 1}}$$

Where:

$Growth_{it}$ = the growth of firm i at time t

$SD_{gi(t-T,t)}$ = the standard deviation of growth of brand i from $t-T$ to t . Growth is given as the relative difference between the sales in the current period and the sales in the previous period.

Based on the above measure, the healthiest brands are the ones with the highest cumulative growth and lowest volatility over a T -year period.

3.11.2 Linking BHI and Performance

For the researcher to be able to find out if the BHI has any information that could be of importance to the change in the financial performance of the organisation, this study therefore links BHI to financial measures of return on assets (ROA), earnings per share (EPS) in line with Mirzaei *et al.* (2015:77) over a ten-year period ending December 2017. The study uses ROA as a progressive metric since it gives data on profitability prospects (Krasnikov, Mishra, and Orozco, 2009). Including the EPS measure enhances the validity of the findings of this study.

3.11.3 Methodology to Link BHI and Performance

In order to measure the financial value of a particular brand over time, this study has applied a two-way cluster robust method to determine the relationship between the Brand Health Index and the organisation's financial performance. According to Cameron, Gelbach and Miller (2011:85) a two-way error helps to control dependencies in time series dependence and cross-sectional dependencies (Gow, Ormazabal, and Taylor, 2010). With regards to panel data, repeated measures are studied across firms and over time. There may be potential serial or cross-sectional correlation therefore it is imperative to correct for such correlations. The two-way cluster-robust errors method enables us to control for clustering to prevent the under-estimation of standard errors and over-rejection (Cameron, Gelbach and Miller, 2011). It is also the most robust methodology among the popular methodologies in panel data studies for sorting dependency or interdependency (Gow *et al.*, 2010). This study therefore uses this method to test the relationship between the BHI, EPS, ROA, free cashflow and growth in share prices of the selected companies of this study over time and across firms.

Thompson (2011) gives the two-way cluster robust covariance matrix or cluster VCE is given as:

$$VCE(\hat{\beta}) = VCE_1(\hat{\beta}) + VCE_2(\hat{\beta}) - VCE_{12}(\hat{\beta})$$

The complete derivation of the cluster VCE can be found in Thompson (2011). This study will use Stata 15 software to compute the two-way cluster test.

3.12 Research Limitations

The research conducted had the following limitations:

- The scope was only limited to brands owned by publicly listed companies. Data for publicly listed companies is freely available, as a legal requirement, and as a result was easier to obtain. This means that potentially strong brands from private companies had to be excluded from the analysis, for example: brands in the pioneer stable, like Liqui Fruit and Ceres fruit juices.
- Although data on listed companies on the JSE are readily available, some companies did not have data over all the periods for this study as some companies did not exist for the entire period.

3.13 Ethical Considerations

According to Easwaran and Singh (2012:239) the data collection stage of a research report is mainly associated with different ethical issues. Easwaran and Singh (2012:239) further indicate that it is the researcher's duty to ensure that the study's observers develop faith in the study and support the integrity of the study under investigation. This study has met all the ethical considerations through the following:

- The nature of the study did not require any participants to be informed or to be given informed consent prior commencement, because there was no questionnaire to fill out;
- An ethical clearance was requested and obtained from the University of KwaZulu-Natal committee (Appendix B).

3.14 Summary

Chapter three offered the explanation of the different data collection stages carried out by ensuring that valid and reliable data was collected. Chapter three specifically

indicated the research approach taken by the author as well as the philosophy used. With the research design also discussed in this chapter.

The next chapter seeks to provide and present the results of the data analysis of the different brands.

CHAPTER FOUR: DATA ANALYSIS AND DISCUSSION OF RESULTS

4.1 Introduction

Chapter four is a presentation of all tables and all data collected based on the findings of the study. In this section, the research findings are further outlined and discussed in greater detail.

Table 4.1: Number of Companies

	5 YR	6 YR	7 YR	8 YR	9 YR	10 YR	YEAR
Number of Companies	66	59	52	46	43	-	2005
	88	85	83	77	65	58	2009
	111	106	102	95	88	85	2013
	135	127	119	116	111	105	2017

Table 4.1 shows the number of listed companies sampled for this study. For the five-year BHI for example, the total number of companies for which data was available for the period 2001 to 2005 was 66; for the period 2005 to 2009, data was available for 85 companies; with 111 companies for the period 2009 to 2013; and 135 companies for the period 2013 to 2017. There was no data available for the ten-year BHI for the period 1994 to 2005; for the period 2000 to 2009, data was available for 58 companies; 85 companies for the period 2004 to 2013; and 105 companies for the period 2008 to 2017.

In general, the study finds a high relationship between BHI, ROA and EPS, with the results varying over time. Table 4.2 to Table 4.7 provide detailed findings of the two-way cluster-robust errors regression.

Table 4.2: Five-Year BHI

ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]
BHI	0,0028	0,0005	5,06	0,0000	0,0017 0,0039
c	0,0597	0,0043	13,72	0,0000	0,0511 0,0682

Number of obs	397
R-squared	0,1062

EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]
BHI	1,3522	0,3073	4,4	0,000	0,7480 1,9564
c	19,5182	4,5373	-4,3	0,000	-28,4388 10,5976

Number of obs	397
R-squared	0,0232

Table 4.3: Six-Year BHI

EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]
BHI	0,3469	0,0955	3,63	0,0000	0,1590 0,5348
c	3,5365	1,2460	2,84	0,0050	1,0852 5,9878

Number of obs	394
R-squared	0,0282
Root MSE	15,47

ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]
BHI	0,0028	0,0005	5,22	0,0000	0,0017 0,0038
c	0,0576	0,0044	13,12	0,0000	0,0490 0,0662

Number of obs	394
R-squared	0,1171

Table 4.2 reports the results of the two-way cluster-robust errors regression for a five-year-based brand health. BHI has a significant positive impact on ROA ($\beta = 0.0028$, $t = 5.06$, $P < 0.05$) and BHI is also positively correlated with EPS ($\beta = 1.3522$, $t = 4.4$, $P < 0.05$). The study also finds a significant positive impact on ROA ($\beta = 0.0028$, $t = 5.22$, $P < 0.05$) and a significant positive impact on EPS ($\beta = 0.3469$, $t = 3.63$, $P < 0.05$) for the six-year BHI (Table 4.3).

From Table 4.4 below it can be seen that for the seven-year-based brand health, BHI has a significant positive impact on ROA ($\beta = 0.0026$, $t = 5.22$, $P < 0.05$) and is positively correlated with EPS ($\beta = 1.9927$, $t = 4.46$, $P < 0.05$)

Table 4.4: Seven-Year BHI

						Number of obs	344
						R-squared	0,0406
EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf.	Interval]	
BHI	1,9927	0,4464	4,46	0,0000	1,1147	2,8708	
c	32,8795	5,9480	-5,53	0,0000	-44,5788	21,1803	

						Number of obs	344
						R-squared	0,1003
ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf.	Interval]	
BHI	0,0026	0,0005	5,22	0,0000	0,0016	0,0036	
c	0,0587	0,0046	12,83	0,0000	0,0497	0,0676	

Table 4.5: Eight-Year BHI

						Number of obs	302
						R-squared	0,0366
EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf.	Interval]	
BHI	0,370259	0,1023352	3,62	0,0000	0,1688	0,5718	
c	3,502648	1,415565	2,47	0,0140	0,7153	6,2900	

						Number of obs	302
						R-squared	0,0549
ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf.	Interval]	
BHI	0,0019	0,0005	3,70	0,0000	0,0009	0,0030	
c	0,0645	0,0055	11,68	0,0000	0,0536	0,0753	

BHI also has a significant positive impact on ROA ($\beta = 0.0019$, $t = 3.70$, $P < 0.05$) and positively correlated with EPS ($\beta = 0.3703$, $t = 3.62$, $P < 0.05$) for an eight-year-based brand health (Table 4.5). For a nine-year-based brand health, BHI has a significant positive impact on ROA ($\beta = 0.001945$, $t = 3.7$, $P < 0.05$) and is positively correlated with EPS ($\beta = 0.370259$, $t = 32.62$, $P < 0.05$) (Table 4.6). Finally, Table 4.7 shows that for a ten-year-based brand health, BHI has a significant positive impact on ROA ($\beta = 0.0030$, $t = 5.17$, $P < 0.05$) and is positively correlated with EPS ($\beta = 0.4129$, $t = 4.97$, $P < 0.05$).

Table 4.6: Nine-Year BHI

							Number of obs	302
							R-squared	0,0366
EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]			
BHI	0,370259	0,1023352	3,62	0,0000	0,1688	0,5718		
c	3,502648	1,415565	2,47	0,0140	0,7153	6,2900		

							Number of obs	302
							R-squared	0,0549
ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]			
BHI	0,001945	0,000526	3,7	0,0000	0,0009	0,0030		
c	0,064478	0,0055227	11,68	0,0000	0,0536	0,0753		

Table 4.7: Ten-Year BHI

							Number of obs	243
							R-squared	0,0845
EPS	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]			
BHI	0,4129	0,0830	4,97	0,0000	0,2493	0,5766		
c	2,3860	1,2616	1,89	0,0600	-0,1006	4,8727		

							Number of obs	243
							R-squared	0,1486
ROA	Coef.	Robust Std. Err.	t	P> t	[95% Conf. Interval]			
BHI	0,0030	0,0006	5,17	0,0000	0,0018	0,0041		
c	0,0523	0,0060	8,74	0,0000	0,0405	0,0641		

Overall, the ten-year-based BHI proved to have a better explanatory power with an R-squared of 0.1486 for ROA and an R-squared of 0.0845 for EPS. BHI also has a better explanatory power ROA than for EPS with the R-squared for each period of analysis higher for ROA than for EPS.

4.2 Industry Analysis of BHI

Table 4.8 presents an analysis of BHI according to sectors. On a five-year basis, the healthcare equipment and services industry had the highest BHI with a BHI of 17.5, while the food and drug retailers industry had the highest BHI for the six-year, seven-year and eight-year BHI. The healthcare equipment and services industry had the highest BHI on the nine-year basis while the food and drug retailers had the highest

BHI on the the-year basis. Overall, the food and drug retailers industry had the highest BHI with an average BHI of 17.7.

4.3 Individual Brand Analysis

Table 4.9 to Table 4.14 present an analysis of the brands within selected industries. In each industry with at least five companies for which data was available to compute a BHI, the study presents the top three companies in order of their BHI. The tables show the top three companies in the selected industries according to their BHI for the periods 2017, 2013, 2009 and 2005.

During the 2017 period, Net 1 UEPS Technologies had the highest BHI in the chemicals sector, while Rabaux Group Ltd had the highest BHI in the construction sector. Santam was the leading company in the financials sectors, while Pick n Pay Stores Ltd outperformed its peers in the food and drug retailer sector. AVI Ltd led the food producers industry while Mondi Plc, Super Group Northam and Cartrack Holdings had the highest BHI in the general industrials, general retailers, industrial metals and mining and the insurance industry respectively. The BHI figures for the 2013 period shows Net 1 UEPS Technologies again reporting the highest brand health in the chemicals industry, while Afrimat Ltd, Capitec Holdings and Clicks Group had the healthiest brands in the chemicals, financial services and the food and retailers industry respectively. Tongaat Huelett, Truworths International and Pan African Resources had the healthiest brands in the food producers, general retailers, and the industrial metals and mining respectively.

Table 4.8: Industry Analysis of BHI

SECTOR	5-YEAR	6-YEAR	7-YEAR	8-YEAR	9-YEAR	10-YEAR	AVERAGE
Food & Drug Retailers	16.1	17.83	18.1	13.3	19.3	21.6	17.7
Healthcare Equipment & Services	17.5	16.41	17	9.3	23.5	10.9	15.8
Software & Computer Services	14.1	12.88	15.7	11.9	18.9	20	15.6
Travel & Leisure	10.6	11.82	11.8	12.5	14.2	16.7	12.9
General Retailers	9.5	10.62	11.3	13	13.3	14.8	12.1
Construction & Materials	8.3	9.09	8.4	11.1	9.3	9.9	9.3
Automobiles & Parts	7.8	7.05	8.4	9.4	10.9	11.9	9.2
Pharmaceuticals & Biotechnology	5.3	5.85	6.4	13	8.3	10.8	8.3
Telecommunications	7.7	7.26	8.5	6.9	7.5	7.5	7.6
Chemicals	5.5	6.54	6.8	9.6	7.5	7.9	7.3
Food Producers	6.1	6.22	6.7	7.5	7.4	7.4	6.9
Insurance	5.3	4.95	5.8	6.2	8.6	8.7	6.6
Support Services	4.9	5.2	6.2	7.2	7.5	8	6.5
Financial Services	4.9	5.31	6	7.4	7.2	7.9	6.5
General Industrials	4.5	4.77	5.6	6.9	6.9	6.2	5.8
Oil & Gas producers	3.4	4.88	6.2	7.6	5.5	6.4	5.7
Personal Goods	3.5	4.04	4.8	9.6	5.4	6.6	5.7
Real Estate Investment Trusts	5.7	4.71	5.7	6.1	5.5	5.7	5.6
Industrial Metals & Mining	3.5	3.91	4.1	5.2	5	5.4	4.5
Industrial Transportation	2.6	3.35	3.1	5	4.6	4.9	3.9
Forestry & Paper	2.3	2.17	2.4	3.7	3.1	3.4	2.8
Real Estate Investment & Services	2.6	1.91	2.5	2.7	2.4	1.7	2.3

Over the 2009 period, Net 1 UEPS Technologies again had the highest BHI in the chemicals industry, Capitec Holdings led the financial service industry while Spar Group had the highest BHI in the food and drug industry. Among the companies in the food producers industry, Astral Foods had the highest BHI with Imperial Holding leading the general retailers. Goldfields had the highest BHI in the industrial metals and mining sector. Over the 2005 period, there were only four industries which had at least five companies with available data to compute BHI. Peregrine holdings had the highest BHI in the financial services industry, RCL Foods had the highest BHI in the food producers industry while The Foschini group, Assore Ltd and City Lodge Hotels had the highest BHI in the general retailers, industrial metals and mining and the travel and leisure industries respectively.

The above data makes sense of how the global economy is evolving. As has been previously mentioned, developing countries like South Africa demonstrate a rapidly shifting socio-political and economic landscape as well as dramatic advances in technology (Jones and Stokke, 2015:10). Consequently, there have been several distinct changes in the general industrial sector. Essentially, this has pressed business owners and other major stakeholders to be more adaptable in the struggle to determine how best to market and produce their products. The South African general industrial sector is no exception to these trends and is both subject to, and influenced by, the same driving forces that propel markets into either expansion or demise. Therefore a company like Nampak Limited should continuously improve its branding strategy and ways of doing things to improve its general performance in the market.

Research done by Spears *et al.* (2015:20) further indicates that current growth in retail sales is not coming from the top end of the market but from consumers in the lower income groups, and retailers are reporting their strongest sales performance from their low-income stores. This is borne out by Massmart's rapid roll-out of Cambridge Food Stores which cater specifically for the low-income market and by the AMPS figures reflecting the most popular retailers. The SPAR Group Limited, Clicks Group Limited would need to plan their branding strategy accordingly to attract the right niche.

The following tables present the top three brands per sector over the periods considered in this study.

Table 4.9: Five-Year Brand Ranking

2017			2013			2009			2005		
Chemicals	NET 1 UEPS TECHNOLOGIES INC	5.9	Chemicals	NET 1 UEPS TECHNOLOGIES INC	6.2	Chemicals	NET 1 UEPS TECHNOLOGIES INC	18.2	Financial Services	PEREGRINE HOLDINGS LTD	7.2
	AECI LTD	5.3		AECI LTD	4.1		OMNIA HOLDINGS LTD	8.1		SANTAM LTD	5.4
	OMNIA HOLDINGS LTD	3.6		OMNIA HOLDINGS LTD	2.9		DATEC LTD	7.7		NEDBANK GROUP LTD	4.7
Construction & Materials	RAUBEX GROUP LTD	31.5	Construction & Materials	AFRIMAT LTD	8.8	Financial Services	CAPITEC BANK HOLDINGS LTD	18.6	Food Producers	RCL FOODS LTD/SOUTH AFRICA	6.3
	PPC LTD	8.5		PPC LTD	5.5		STANDARD BANK GROUP LTD	10.5		OCEANA GROUP LTD	3.9
	WILSON BAYLY HOLMES-OVCON	5.5		WILSON BAYLY HOLMES-OVCON	5.1		FINANCIERE RICHEMONT-DEP REC	9.3		TONGAAT HULETT LTD	1.3
Financial Services	SANTAM LTD	34.1	Financial Services	CAPITEC BANK HOLDINGS LTD	30.2	Food & Drug Retailers	SPAR GROUP LIMITED/THE	18.3	General Retailers	THE FOSCHINI GROUP LTD	19.2
	FIRSTRAND LTD	14.1		REMGRO LTD	6.6		PICK N PAY STORES LTD	15.0		TRUWORTHS INTERNATIONAL LTD	11.0
	PSG KONSULT LTD	10.1		BRIMSTONE INVESTMENT - N SHS	6.2		MASSMART HOLDINGS LTD	14.6		SUPER GROUP LTD	10.6
Food & Drug Retailers	PICK N PAY STORES LTD	42.8	Food & Drug Retailers	CLICKS GROUP LTD	25.8	Food Producers	ASTRAL FOODS LTD	7.3	Industrial Metals & Mining	ASSORE LTD	14.0
	SHOPRITE HOLDINGS LTD	26.3		MASSMART HOLDINGS LTD	20.2		RCL FOODS LTD/SOUTH AFRICA	6.6		BHP BILLITON PLC	5.0
	CLICKS GROUP LTD	19.7		SPAR GROUP LIMITED/THE	12.2		TIGER BRANDS LTD	3.9		ARCELORMITTAL SOUTH AFRICA	4.0
Food Producers	AVI LTD	32.1	Food Producers	TONGAAT HULETT LTD	9.0	General Retailers	IMPERIAL HOLDINGS LTD	3.1	Travel & Leisure	CITY LODGE HOTELS LTD	20.1
	RHODES FOOD GROUP PTY LTD	12.7		CLOVER INDUSTRIES LTD	7.5		LEWIS GROUP LTD	13.2		SPUR CORP LTD	8.8
	CLOVER INDUSTRIES LTD	12.5		OCEANA GROUP LTD	6.8		TRUWORTHS INTERNATIONAL LTD	10.2		SUN INTERNATIONAL LTD	7.6
General Industrials	MONDI PLC	8.0	General Retailers	TRUWORTHS INTERNATIONAL LTD	47.9	Industrial Metals & Mining	GOLD FIELDS LTD	12.6			
	HOSKEN CONS INVESTMENTS LTD	4.0		MR PRICE GROUP LTD	22.6		LONMIN PLC	5.2			
	NAMPAK LTD	1.9		LEWIS GROUP LTD	17.0		ANGLO AMERICAN PLATINUM LTD	4.8			
General Retailers	SUPER GROUP LTD	11.7	Industrial Metals & Mining	PAN AFRICAN RESOURCES PLC	18.8	Real Estate Investment Trusts	INTU PROPERTIES PLC	11.4			
	THE FOSCHINI GROUP LTD	8.6		GOLD FIELDS LTD	8.7		EMIRA PROPERTY FUND LTD	5.1			
	CASHBUILD LTD	8.6		ANGLOGOLD ASHANTI LTD	4.9		SA CORPORATE REAL ESTATE LTD	2.6			
Industrial Metals & Mining	NORTHAM PLATINUM LTD	8.5	Real Estate Investment Trusts	EMIRA PROPERTY FUND LTD	8.8	Travel & Leisure	SPUR CORP LTD	4.1			
	KAP Industrial Holdings Ltd	6.1		RESILIENT REIT LTD	7.3		SUN INTERNATIONAL LTD	14.2			
	IMPALA PLATINUM HOLDINGS LTD	5.0		HAMMERSON PLC	6.5		CITY LODGE HOTELS LTD	27.0			
Insurance	CARTRACK HOLDINGS LTD	11.6	Travel & Leisure	CITY LODGE HOTELS LTD	18.6						
	DISCOVERY LTD	8.7		FAMOUS BRANDS LTD	9.9						
	RAND MERCHANT INVESTMENT HO	7.7		SPUR CORP LTD	8.3						
Real Estate Investment & Services	TRADEHOLD LTD	14.9									
	MAS REAL ESTATE INC	8.1									
	SIRIUS REAL ESTATE LTD	3.5									
Real Estate Investment Trusts	INVESTEC PROPERTY FUND LTD	48.9									
	GROWTHPOINT PROPERTIES LTD	8.3									
	TEXTON PROPERTY FUND LTD	8.0									
Travel & Leisure	TSOGO SUN HOLDINGS LTD	24.3									
	FAMOUS BRANDS LTD	11.6									
	CITY LODGE HOTELS LTD	7.8									

The findings in the figure above concur with that of da Veigal and Swartz (2017:106) as they stated that intense competition in South Africa's industries has grown significantly because technological developments have put pressure on businesses. However, organisations such as those in the insurance industry have now shifted to the use of big data to further enhance the customer experience and improve their brand, the focus on technology has helped Discovery to develop products more suitable to customer needs as well as to expand product distribution to new markets. The Short-Term Insurance Industry Survey published by KPMG (2016:21) confirms that changes like this are forcing the insurance industry to change the way they do business, therefore the above mentioned organisations need to catch up with Santam and Discovery should they wish to grow.

Table 4.10: Six-Year Brand Ranking

2017			2013			2009			2005		
Chemicals	NET 1 UEPS TECHNOLOGIES INC	8.1	Chemicals	NET 1 UEPS TECHNOLOGIES INC	8.1	Chemicals	NET 1 UEPS TECHNOLOGIES INC	18.3	Financial Servicers	PEREGRINE HOLDINGS LTD	6.9
	AECI LTD	7.5		AECI LTD	5.6		OMNIA HOLDINGS LTD	11.0		ABSA Group	5.5
	OMNIA HOLDINGS LTD	5.3		OMNIA HOLDINGS LTD	4.5		DATEC LTD	9.5		AFROCENTRIC INVESTMENT CORPO	4.1
Construction & Materials	RAUBEX GROUP LTD	38.6	Construction & Materials	WILSON BAYLY HOLMES-OVCON	7.3	Financial Servicers	CPI SJ Equity	18.3	General Retailers	THE FOSCHINI GROUP LTD	15.2
	WILSON BAYLY HOLMES-OVCON	7.7		PPC LTD	6.7		STANDARD BANK GROUP LTD	13.9		WOOLWORTHS HOLDINGS LTD	11.2
	PPC LTD	7.7		AFRIMAT LTD	6.4		SANTAM LTD	10.4		SUPER GROUP LTD	11.2
Financial Servicers	SANTAM LTD	18.4	Financial Servicers	CPI SJ Equity	27.5	Financial Servicers	PEREGRINE HOLDINGS LTD	6.9	Industrial Metals & Mining	ASSORE LTD	18.8
	FIRSTRAND LTD	13.1		REMGRO LTD	9.1		INVESTEC LTD	5.9		ARCELORMITTAL SOUTH AFRICA	5.4
	CPI SJ Equity	11.6		SANTAM LTD	7.9		FINANCIERE RICHEMONT-DEP REC	4.9		HARMONY GOLD MINING CO LTD	4.9
Food & Drug Retailers	PICK N PAY STORES LTD	49.8	Food & Drug Retailers	MASSMART HOLDINGS LTD	24.1	Food & Drug Retailers	SPAR GROUP LIMITED/THE	24.4			
	SHOPRITE HOLDINGS LTD	30.6		SHOPRITE HOLDINGS LTD	14.4		PICK N PAY STORES LTD	20.3			
	CLICKS GROUP LTD	19.4		SPAR GROUP LIMITED/THE	13.0		MASSMART HOLDINGS LTD	17.5			
Food Producers	AVI LTD	42.1	Food Producers	CLOVER INDUSTRIES LTD	7.8	Food Producers	ASTRAL FOODS LTD	8.3			
	CLOVER INDUSTRIES LTD	15.7		AVI LTD	7.5		RCL FOODS LTD/SOUTH AFRICA	6.8			
	OCEANA GROUP LTD	7.5		OCEANA GROUP LTD	7.1		OCEANA GROUP LTD	1.7			
General Industrials	HOSKEN CONS INVESTMENTS LTD	4.8	Food Producers	RCL FOODS LTD/SOUTH AFRICA	7.1	General Retailers	CASHBUILD LTD	21.5			
	NAMPAK LTD	2.2		TIGER BRANDS LTD	4.1		LEWIS GROUP LTD	17.9			
	MONDI PLC	1.5		PIONEER FOODS GROUP LTD	3.9		WOOLWORTHS HOLDINGS LTD	13.6			
General Retailers	SUPER GROUP LTD	15.9	General Retailers	TRUWORTHS INTERNATIONAL LTD	33.4	Industrial Metals & Mining	BHP BILLITON PLC	6.6			
	CASHBUILD LTD	11.8		LEWIS GROUP LTD	22.9		GOLD FIELDS LTD	6.3			
	THE FOSCHINI GROUP LTD	11.7		MR PRICE GROUP LTD	20.3		LONMIN PLC	6.1			
Industrial Metals & Mining	NORTHAM PLATINUM LTD	8.6	Industrial Metals & Mining	PAN AFRICAN RESOURCES PLC	18.2	Travel & Leisure	CITY LODGE HOTELS LTD	36.2			
	KAP Industrial Holdings Ltd	8.5		GOLD FIELDS LTD	11.1		FAMOUS BRANDS LTD	27.6			
	PAN AFRICAN RESOURCES PLC	5.5		HARMONY GOLD MINING CO LTD	6.0		SUN INTERNATIONAL LTD	19.2			
Insurance	DISCOVERY LTD	11.2	Real Estate Investment Trusts	HAMMERSON PLC	9.0						
	MMI HOLDINGS LTD	3.6		RESILIENT REIT LTD	7.9						
	SANLAM LTD	3.5		SA CORPORATE REAL ESTATE LTD	5.5						
Real Estate Investment Trusts	GROWTHPOINT PROPERTIES LTD	11.1	Travel & Leisure	CITY LODGE HOTELS LTD	17.6						
	RESILIENT REIT LTD	7.3		FAMOUS BRANDS LTD	10.7						
	SA CORPORATE REAL ESTATE LTD	6.3		SPUR CORP LTD	10.3						
Travel & Leisure	FAMOUS BRANDS LTD	13.9									
	CITY LODGE HOTELS LTD	10.3									
	TSOGO SUN HOLDINGS LTD	6.1									

Table 4.11: Seven-Year Brand Rank

2017			2013			2009			2005		
Chemicals	AECI LTD	9.7	Chemicals	NET 1 UEPS TECHNOLOGIES INC	10.6	Chemicals	OMNIA HOLDINGS LTD	13.6	Financial Servicers	PSG GROUP LTD	5.6
	NET 1 UEPS TECHNOLOGIES INC	9.4		AECI LTD	7.1		DATATEC LTD	6.5		ABSA Group	4.6
	OMNIA HOLDINGS LTD	6.4		OMNIA HOLDINGS LTD	6.1		AECI LTD	3.3		FIRSTRAND LTD	3.8
Construction & Materials	RAUBEX GROUP LTD	13.9	Construction & Materials	WILSON BAYLY HOLMES-OVCON	9.6	Financial Servicers	STANDARD BANK GROUP LTD	17.8	General Retailers	WOOLWORTHS HOLDINGS LTD	14.6
	AFRIMAT LTD	7.6		PPC LTD	8.8		CPI SJ Equity	17.5		MR PRICE GROUP LTD	13.8
	PPC LTD	7.6		RAUBEX GROUP LTD	6.8		SANTAM LTD	11.5		ITALTILE LTD	11.2
Financial Servicers	CPI SJ Equity	14.1	Financial Servicers	CPI SJ Equity	32.3	Food & Drug Retailers	SPAR GROUP LIMITED/THE	30.6	Industrial Metals & Mining	ASSORE LTD	14.5
	FIRSTRAND LTD	12.6		SANTAM LTD	10.5		SHOPRITE HOLDINGS LTD	17.9		ARCELORMITTAL SOUTH AFRICA	6.7
	PSG KONSULT LTD	11.6		STANDARD BANK GROUP LTD	8.9		MASSMART HOLDINGS LTD	11.6		HARMONY GOLD MINING CO LTD	6.5
Food & Drug Retailers	PICK N PAY STORES LTD	35.5	Food & Drug Retailers	MASSMART HOLDINGS LTD	26.7	Food Producers	ASTRAL FOODS LTD	10.3	Support Services	HUDACO INDUSTRIES LTD	3.2
	SHOPRITE HOLDINGS LTD	28.7		SHOPRITE HOLDINGS LTD	18.4		RCL FOODS LTD/SOUTH AFRICA	8.9		INVICTA HOLDINGS LTD	5.8
	CLICKS GROUP LTD	23.9		SPAR GROUP LIMITED/THE	16.3		OCEANA GROUP LTD	3.4		BARLOWORLD LTD	6.9
Food Producers	AVI LTD	21.5	Food Producers	CLOVER INDUSTRIES LTD	10.0	General Retailers	CASHBUILD LTD	27.4			
	CLOVER INDUSTRIES LTD	19.3		AVI LTD	9.7		WOOLWORTHS HOLDINGS LTD	17.1			
	TONGAAT HULETT LTD	8.7		RCL FOODS LTD/SOUTH AFRICA	9.2		TRUWORTHS INTERNATIONAL LTD	16.6			
General Industrials	HOSKEN CONS INVESTMENTS LTD	5.8	General Retailers	MR PRICE GROUP LTD	22.3	Industrial Metals & Mining	GOLD FIELDS LTD	8.3			
	MONDI PLC	2.6		LEWIS GROUP LTD	17.6		BHP BILLITON PLC	7.9			
	NAMPAK LTD	0.2		TRUWORTHS INTERNATIONAL LTD	16.9		ASSORE LTD	6.0			
General Retailers	SUPER GROUP LTD	16.3	Industrial Metals & Mining	GOLD FIELDS LTD	13.6	Travel & Leisure	SUN INTERNATIONAL LTD	23.4			
	THE FOSCHINI GROUP LTD	15.0		HARMONY GOLD MINING CO LTD	6.1		CITY LODGE HOTELS LTD	23.2			
	CASHBUILD LTD	13.4		ANGLO AMERICAN PLATINUM LTD	4.9		FAMOUS BRANDS LTD	22.9			
Industrial Metals & Mining	PAN AFRICAN RESOURCES PLC	7.1	Real Estate Investment Trusts	HAMMERSON PLC	11.6						
	NORTHAM PLATINUM LTD	5.5		RESILIENT REIT LTD	9.0						
	HARMONY GOLD MINING CO LTD	5.0		EMIRA PROPERTY FUND LTD	7.0						
Real Estate Investment Trusts	GROWTHPOINT PROPERTIES LTD	12.9	Travel & Leisure	CITY LODGE HOTELS LTD	21.9						
	RESILIENT REIT LTD	9.2		FAMOUS BRANDS LTD	13.7						
	SA CORPORATE REAL ESTATE LTD	8.0		SPUR CORP LTD	12.7						
Travel & Leisure	FAMOUS BRANDS LTD	15.3									
	CITY LODGE HOTELS LTD	11.3									
	SUN INTERNATIONAL LTD	4.4									

Based on the data it is evident that the various industries illustrated above are evolving and new product offerings have been developed, but are not enough of a differential element anymore, therefore brands become a key differentiator to enable the industries to gain a competitive advantage in the industry (Ross and Vink, 2018:112). According to Ross and Vink (2018:112) the South African customer compares perceptions with expectations when judging a firm's service quality. It therefore stands to reason that in order for retail banks to thrive, both products and service delivery must be adequately aligned with customer expectations to ensure the development of brand loyalty in the bank's client base.

Mirzaei *et al.* (2015:10) also assert that for the period before the financial crisis, the main driver of brand health in the above industries had low growth-volatility, which suggests intense competition between brands. From 2005 to 2009, the majority of brands had experienced a similar level of growth, until the emergence of new competitors with the data given from 2013-2017 demonstrating a significant shift in growth with regards to the above South African industries.

Table 4.12: Eight-Year Brand Ranking

2017			2013			2009			2005		
Chemicals	NET 1 UEPS TECHNOLOGIES INC	1.6	Chemicals	OMNIA HOLDINGS LTD	1.4	Chemicals	OMNIA HOLDINGS LTD	2.1	Financial Servicers	FIRSTRAND LTD	4.7
	AECI LTD	1.0		NET 1 UEPS TECHNOLOGIES INC	1.3		DATATEC LTD	0.7		PSG GROUP LTD	4.4
	OMNIA HOLDINGS LTD	0.7		AECI LTD	0.9		AFRICAN OXYGEN LTD	0.6		INVESTEC LTD	1.2
Construction & Materials	AFRIMAT LTD	1.2	Construction & Materials	AFRIMAT LTD	4.0	Financial Servicers	CPI SJ Equity	2.6	General Retailers	IMPERIAL HOLDINGS LTD	1.8
	WILSON BAYLY HOLMES-OVCON	0.8		RAUBEX GROUP LTD	2.6		SANTAM LTD	2.3		SUPER GROUP LTD	1.7
	RAUBEX GROUP LTD	0.7		WILSON BAYLY HOLMES-OVCON	1.6		PEREGRINE HOLDINGS LTD	2.3		ITALTILE LTD	1.4
Financial Servicers	ZEDER INVESTMENTS LTD	19.7	Financial Servicers	BRIMSTONE INVESTMENT - N SHS	10.2	Food & Drug Retailers	SPAR GROUP LIMITED/THE	1.5	Industrial Metals & Mining	BHP BILLITON PLC	3.6
	BRAIT SE	9.3		BRAIT SE	4.3		MASSMART HOLDINGS LTD	1.4		HARMONY GOLD MINING CO LTD	2.5
	REINET INVESTMENTS SCA	7.7		ZEDER INVESTMENTS LTD	4.0		SHOPRITE HOLDINGS LTD	1.1		IMPALA PLATINUM HOLDINGS LTD	1.7
Food & Drug Retailers	SPAR GROUP LIMITED/THE	1.1	Food & Drug Retailers	SPAR GROUP LIMITED/THE	1.3	Food Producers	ASTRAL FOODS LTD	1.2			
	MASSMART HOLDINGS LTD	0.8		SHOPRITE HOLDINGS LTD	1.1		TONGAAT HULETT LTD	1.0			
	SHOPRITE HOLDINGS LTD	0.8		MASSMART HOLDINGS LTD	0.9		RCL FOODS LTD/SOUTH AFRICA	0.9			
Food Producers	RCL FOODS LTD/SOUTH AFRICA	1.6	Food Producers	RCL FOODS LTD/SOUTH AFRICA	1.0	General Retailers	CASHBUILD LTD	1.7			
	OCEANA GROUP LTD	1.0		TONGAAT HULETT LTD	1.0		TRUWORTHS INTERNATIONAL LTD	1.3			
	TONGAAT HULETT LTD	0.7		CLOVER INDUSTRIES LTD	0.7		MR PRICE GROUP LTD	1.2			
General Industrials	HOSKEN CONS INVESTMENTS LTD	1.8	General Retailers	ADVTECH LTD	1.3	Industrial Metals & Mining	ASSORE LTD	2.3			
	MONDI PLC	0.2		MR PRICE GROUP LTD	1.0		KAP INDUSTRIAL HOLDINGS LTD	1.7			
	NAMPAK LTD	0.0		TRUWORTHS INTERNATIONAL LTD	1.0		AFRICAN RAINBOW MINERALS LTD	1.6			
General Retailers	ADVTECH LTD	1.9	Industrial Metals & Mining	KAP INDUSTRIAL HOLDINGS LTD	2.1	Travel & Leisure	TSOGO SUN HOLDINGS LTD	19.3			
	SUPER GROUP LTD	1.6		ANGLO AMERICAN PLATINUM LTD	1.6		FAMOUS BRANDS LTD	2.1			
	WOOLWORTHS HOLDINGS LTD	1.2		ANGLOGOLD ASHANTI LTD	1.4		CITY LODGE HOTELS LTD	1.1			
Industrial Metals & Mining	ASSORE LTD	2.7	Real Estate Investment Trusts	RESILIENT REIT LTD	2.6						
	KAP INDUSTRIAL HOLDINGS LTD	2.2		SA CORPORATE REAL ESTATE LTD	2.6						
	PAN AFRICAN RESOURCES PLC	1.0		RDI REIT PLC	2.4						
Real Estate Investment Trusts	RESILIENT REIT LTD	2.1	Travel & Leisure	TSOGO SUN HOLDINGS LTD	3.4						
	SA CORPORATE REAL ESTATE LTD	1.8		FAMOUS BRANDS LTD	1.5						
	RDI REIT PLC	1.4		SPUR CORP LTD	1.5						
Travel & Leisure	TSOGO SUN HOLDINGS LTD	2.7									
	FAMOUS BRANDS LTD	1.4									
	SUN INTERNATIONAL LTD	0.8									

Table 4.13: Nine-Year Brand Ranking

2017			2013			2009			2005		
Chemicals	NET 1 UEPS TECHNOLOGIES INC	10.1	Chemicals	NET 1 UEPS TECHNOLOGIES INC	15.5	Financial Servicers	SANTAM LTD	13.4	General Retailers	MR PRICE GROUP LTD	16.7
	AECI LTD	7.7		DATATEC LTD	8.2		PEREGRINE HOLDINGS LTD	10.8		THE FOSCHINI GROUP LTD	15.8
	OMNIA HOLDINGS LTD	4.8		OMNIA HOLDINGS LTD	8.1		ABSA Group	8.0		ITALTILE LTD	15.3
Construction & Materials	PPC LTD	11.9	Financial Servicers	CPI SJ Equity	44.8	Food Producers	RCL FOODS LTD/SOUTH AFRICA	12.8	Industrial Metals & Mining	HARMONY GOLD MINING CO LTD	8.1
	AFRIMAT LTD	10.6		STANDARD BANK GROUP LTD	11.8		OCEANA GROUP LTD	6.6		NORTHAM PLATINUM LTD	7.9
	WILSON BAYLY HOLMES-OVCON	8.8		SANTAM LTD	11.2		AVI LTD	3.9		IMPALA PLATINUM HOLDINGS LTD	7.4
Financial Servicers	CPI SJ Equity	19.2	Food & Drug Retailers	MASSMART HOLDINGS LTD	27.6	General Retailers	TRUWORTHS INTERNATIONAL LTD	22.6			
	PSG KONSULT LTD	13.3		SHOPRITE HOLDINGS LTD	23.5		THE FOSCHINI GROUP LTD	21.1			
	SANTAM LTD	12.0		SPAR GROUP LIMITED/THE	22.9		CASHBUILD LTD	20.3			
Food & Drug Retailers	CLICKS GROUP LTD	34.2	Food Producers	RCL FOODS LTD/SOUTH AFRICA	10.1	Industrial Metals & Mining	ASSORE LTD	8.3			
	MASSMART HOLDINGS LTD	29.7		OCEANA GROUP LTD	7.3		BHP BILLITON PLC	8.2			
	SHOPRITE HOLDINGS LTD	23.2		TONGAAT HULETT LTD	6.9		LONMIN PLC	7.1			
Food Producers	CLOVER INDUSTRIES LTD	15.8	General Retailers	LEWIS GROUP LTD	24.3	Travel & Leisure	CITY LODGE HOTELS LTD	33.9			
	AVI LTD	15.0		TRUWORTHS INTERNATIONAL LTD	20.4		SUN INTERNATIONAL LTD	19.4			
	OCEANA GROUP LTD	11.3		WOOLWORTHS HOLDINGS LTD	20.0		FAMOUS BRANDS LTD	15.1			
General Retailers	MR PRICE GROUP LTD	17.9	Industrial Metals & Mining	GOLD FIELDS LTD	17.8						
	THE FOSCHINI GROUP LTD	15.8		ANGLO AMERICAN PLATINUM LTD	7.9						
	CASHBUILD LTD	13.5		BHP BILLITON PLC	6.6						
Industrial Metals & Mining	PAN AFRICAN RESOURCES PLC	11.3	Real Estate Investment Trusts	EMIRA PROPERTY FUND LTD	6.6						
	HARMONY GOLD MINING CO LTD	6.6		SA CORPORATE REAL ESTATE LTD	6.3						
	ANGLO AMERICAN PLATINUM LTD	6.2		INTU PROPERTIES PLC	6.2						
Real Estate Investment Trusts	RESILIENT REIT LTD	12.6	Travel & Leisure	CITY LODGE HOTELS LTD	31.2						
	EMIRA PROPERTY FUND LTD	8.5		FAMOUS BRANDS LTD	18.2						
	SA CORPORATE REAL ESTATE LTD	8.1		SUN INTERNATIONAL LTD	14.0						
Travel & Leisure	FAMOUS BRANDS LTD	18.6									
	CITY LODGE HOTELS LTD	17.1									
	SPUR CORP LTD	6.3									

As illustrated in the table above, retail sales have shown a steady growth over the last five years, although the actual level of growth started to slow from 2012 onwards. According to Davies (2014:80), retail and consumer products sector leader at Ernst and Young, the deterioration in retail sales growth since mid-2012 can in all likelihood be ascribed to a slowdown in real income growth on the back of poor job creation and rising inflation, coupled with a deceleration in the pace of unsecured lending and a substantial drop in consumer confidence levels.

The South African Rand has increased the price of imported goods, and analysts are not expecting a recovery in consumer spending for the remainder of 2018.

As outlined earlier, a characteristic of the South African retail sector is that a handful of retail groups operate a large number of brand formats. A trip to a South African shopping mall will reveal a relatively large number of retail brands. However, on closer inspection these retail brands belong to a handful of operators. Woolworths Holdings Limited and the Foschini Group Limited need to continuously work on their brand to maximise sales and growth.

Table 4.14: Ten-Year Brand Ranking

2017			2013			2009		
Chemicals	NET 1 UEPS TECHNOLOGIES INC	11.7	Chemicals	NET 1 UEPS TECHNOLOGIES INC	17.9	Financial Servicers	PEREGRINE HOLDINGS LTD	12.4
	AECI LTD	9.3		OMNIA HOLDINGS LTD	10.0		ABSA Group	9.3
	OMNIA HOLDINGS LTD	6.4		DATATEC LTD	9.5		PSG GROUP LTD	4.4
Construction & Materials	PPC LTD	12.7	Financial Servicers	CPI SJ Equity	39.9	Food Producers	RCL FOODS LTD/SOUTH AFRICA	14.0
	WILSON BAYLY HOLMES-OVCON	10.7		STANDARD BANK GROUP LTD	14.2		OCEANA GROUP LTD	7.3
	AFRIMAT LTD	9.7		SANTAM LTD	12.8		TONGAAT HULETT LTD	2.8
Financial Servicers	CPI SJ Equity	22.3	Food & Drug Retailers	MASSMART HOLDINGS LTD	28.5	General Retailers	MR PRICE GROUP LTD	23.4
	SANTAM LTD	13.9		SPAR GROUP LIMITED/THE	27.1		TRUWORTHS INTERNATIONAL LTD	22.0
	STANDARD BANK GROUP LTD	12.5		SHOPRITE HOLDINGS LTD	25.5		THE FOSCHINI GROUP LTD	21.1
Food & Drug Retailers	MASSMART HOLDINGS LTD	33.4	Food Producers	RCL FOODS LTD/SOUTH AFRICA	10.5	Industrial Metals & Mining	ASSORE LTD	9.7
	SHOPRITE HOLDINGS LTD	24.8		ASTRAL FOODS LTD	7.0		HARMONY GOLD MINING CO LTD	7.7
	CLICKS GROUP LTD	23.2		OCEANA GROUP LTD	6.3		IMPALA PLATINUM HOLDINGS LTD	6.7
Food Producers	AVI LTD	17.5	General Retailers	LEWIS GROUP LTD	28.7			
	CLOVER INDUSTRIES LTD	13.8		WOOLWORTHS HOLDINGS LTD	23.6			
	OCEANA GROUP LTD	11.5		THE FOSCHINI GROUP LTD	22.4			
General Retailers	MR PRICE GROUP LTD	19.8	Industrial Metals & Mining	GOLD FIELDS LTD	12.0			
	THE FOSCHINI GROUP LTD	16.8		BHP BILLITON PLC	8.3			
	CASHBUILD LTD	16.1		KAP Industrial Holdings Ltd	7.7			
Industrial Metals & Mining	PAN AFRICAN RESOURCES PLC	12.9	Travel & Leisure	CITY LODGE HOTELS LTD	36.8			
	HARMONY GOLD MINING CO LTD	8.4		FAMOUS BRANDS LTD	21.4			
	ARCELORMITTAL SOUTH AFRICA	6.4		SUN INTERNATIONAL LTD	16.8			

Based on the above findings it is evident that the markets for the industrial metals and mining industry operate as separate markets with different pricing mechanisms and dynamics. This specific industry in South Africa was traditionally largely state-owned. In order to promote the use of domestic rather than imported resources, government entered into so-called “evergreen”/long term contracts with the above companies, in which the organisations were ensured favourable prices. Such contracts served to keep the resource prices artificially low. With the expansion of the private sector and formation of Safcol in 1992, to manage and privatise the state’s resources according to sound business principles, prices have, however, risen significantly in line with international benchmark prices (Edwards, 2004). Recent restructuring in the mining industry has also seen an end to the subsidies received. It is estimated that the log price has since adjusted to reach an internationally competitive level and that short-term supply and demand imbalances do not interact to cause price variations (Mahlangu and Mubangizi, 2015:03). Based on this literature it is therefore evident that the growth of these brands is mainly dependent on the overall economic growth rates, and the country’s costs which most of the time serve as constraints in this particular industry.

4.4 Summary

It can therefore be concluded that the findings in chapter four fully answer the research questions presented in chapter one, and they are as follows: Does the BHI appropriately measure the health of brands of companies in South Africa; and is there a relationship between brand health and corporate performance?.

Madden *et al.* (2006:20) indicate that financial measures depend on short-term results to evaluate the branding efforts. This can create a conflict of perspective which can lead to a lack of marketing accountability. The BHI measure integrates short-term oriented financial measures with long-term marketing outcomes and the results of this study show that financial measures incorporate information from long-term performance of a brand as the study finds that the financial measures of EPS and ROA are positively and significantly related to long-term brand health scores as can be seen with the results on the ten-year BHI.

The findings of this study are in line with Mirzaei *et al.* (2015) who also find a significant relationship between BHI and the financial measures of EPS and ROA.

The information developed and validated in this investigation not only adds to the marketing discipline's body of knowledge and learning, it likewise gives a springboard to future research into brand health.

The next chapter that follows (chapter five) contains discussions, conclusions and recommendations for this study.

CHAPTER FIVE: DISCUSSION

5.1 Introduction

In this section conclusions are drawn from the findings in chapter four, and discussions and interpretation are therefore carried out from the previous chapter. The conclusions in this chapter are mainly based on the problem statement, research objectives, and research questions and from the aim of the study found in the first introductory chapter.

This section also interprets the research findings and discusses their implications. Each discussion consists of a summation of the evidence and a discussion of what can be concluded from the results. The conclusion discusses whether the research objectives in chapter one have been met.

5.2 Discussions

Objective 1: To determine the robustness of the BHI in measuring the brand health of companies in South Africa.

The research primary results appear to support objective one, i.e. there is no correlation/relationship between the variables under investigation. The correlation coefficient between industries varies, some were 0.0028 which indicates an extremely weak correlation between the brands' relationship scores and the brand health index, for other industries the correlation coefficient was 1,9927 which indicates a strong correlation between the brands' relationship scores and the brand health index. The regression and correlation analysis indicates that the BHI in measuring brand health of companies in South Africa is supported.

Based on a theoretical perspective, the results would support the assertion that brand health would not necessarily always result in increased returns for shareholders that own the brand. Based on the primary study results, one might argue that the correlation between brand health and shareholder returns would be negative at market level as the different companies and brands are exposed to different market conditions. Based on the results from the empirical study it appears to support the latter view. Evidence suggests that there might be differences in the relationship between brand health and shareholder

returns/companies performance between different sectors. As already stated there is also a positive linear correlation which was found to be present in some of the cases analysed.

The sectors' under investigation results potentially create a link between brand health and shareholder value/companies' performance. Aaker (1991) contends that the reason brands aim to establish brand loyalty is that when a brand earns the trust and loyalty of a consumer, the consumer is likely to repeat the positive experience rather than experiment with an untested product, so, loyalty is also important for warding off future competition.

The financial services sector results suggest that during the past years there has been a significant growth. The exception in this sector is Santam Ltd, which showed a moderate decline. The other companies in the same category are established businesses which adopted a different business model to keep up with today's technology, while Santam still has to deal with traditional business models which rely heavily on brand building and TV advertising. This suggests the need for different branding strategies for different business models.

The results from the food and drug retailer sector analysis suggest that there is a strong correlation between the brand health index and relationship scores such as the ROA R-squared and EPS of the brands in this category. Massmart is one of the brands that showed significant growth from 2005 until 2017. The positive result from this was expected as Massmart falls under the category of fast moving consumer goods (FMCG) brands, and brand awareness and trust are the key determinants of choice in this sector. These results appear to suggest that, for certain sectors of the market there might be a strong correlation between brand equity and shareholder return. It could also be concluded that, in one of the cases, the results appear to support research done by Maheshwari and Lodorfos (2014:63) who were able to demonstrate that changes in brand equity are associated with changes in firm value.

The results from the construction and materials analysis are mixed. While the Wilson Bayly Holmes-Ovcon result indicates a constant growth throughout the years, the opposite is true for PPC Ltd. This situation is understandable considering that PPC is faced with competition and is competing in a growing market, while Afrimat is also not a monopoly. Brand equity would give PPC a competitive advantage, while brand equity

would in this instance be less important for Wilson Bayly Holmes – its investors further enjoy annual returns in spite of poor brand image. It would appear, based on the actions of PPC Ltd. and its competitors, that the construction and material category is the one category that has taken heed of the assertion by Keller (1991) that high levels of awareness and positive brand image increase the probability of brand choice as well as produce greater consumer loyalty.

The results from the food producer sector were negative, with RCL Foods, Oceana Group and Tongaat Hullets having negative results and as a result a negative brand health. This result is surprising, as one would have expected the trend to be the same as in the food and drug retailer sector. One would expect the two sectors to exhibit similar behaviour. This might suggest different consumer buying patterns for this category.

Objective 2: To evaluate the relationship between brand health and corporate performance.

According to the research done by Keller (2018:82), there are various dimensions namely; brand awareness, brand image, brand quality and brand loyalty, as highlighted in the theoretical framework presented in the literature reviewed in chapter two. Yet, to most South African brands that barely generate brand awareness in the market, brand loyalty does not occur at this stage. In light of the empirical findings found in the previous chapter, consumers, clients and purchasers cannot recognise most of the brands analysed. Further making it difficult for the brand health index (BHI) to be measured with respect to the brand awareness due to the imprecise robustness in the brand categories. Therefore, for the South African brands that are listed on the JSE, the only way to survive is on building up brand awareness.

Brand image according to Aydin and Ulengin (2015:63) also plays an important role in the relationship between the brands and the BHI. The literature review suggests that BHI is seen as one source to generate brand image and its associations would affect brand image and subsequently the brand's equity. At this point, empirical findings prove that South African brands suffer significant effects of the South African identity and the political stance at time, whereby the brand images can be very negative. In other words, due to the infectious South African identity, South African brands may suffer from attributes such

as, an unstable external environment, poor quality of products, inflation etc., that are normally attached to this identity regardless of brand or in some cases its product category.

From another perspective, researchers indicate that consumer brand image shifts when the BHI of the brand changes (Plank, 2012:82). These findings by Plank (2012:82) also point out that consumers have a specific brand image and an image could also be adversely affected by its major brands' performances in the other markets.

Given the bi-directional relationship existing between brand health and corporate performance, the brand association is suggested. Being seen as a secondary association of a brand (Kotler and Keller, 2012), brand health is seen as one source to generate brand image. Similarly, Kotler and Keller (2012:70) emphasise that while consumers' associations with a brand emerge as secondary associations, they would affect brand image/associations and subsequently brand equity as consumers with knowledge of the brand will possess positive/negative associations towards the image of that brand. Last but not least, this is different from Kim's (2013:93) claims that the effects of brands' performance are category specific, whilst Ambler *et al.* (2012:85) argue that the image of a brand has been found to be transferrable between different categories. This is to say, brand image and the beliefs related to a specific category can be transferred to another new brand from the same category. Such transference of beliefs is seen as a sign of consumer loyalty to brands that are from other countries with favourable images.

Depicted from the findings and discussion above, a relationship does exist between brands' health and brands' image and their association. Brands per se are no longer simply affected by their country's identity. Brand health is, at the same time, defined by brand performances. The relationship is derived from customer experiences of brands originating from a specific country, defining stereotypes exclusively summarise the image of that country, which later on significantly affect the other brands with that country's identity regardless of what they offer.

5.6 Summary

In summary, the measurement and management of brand health should become a top priority for the marketing department, as evidenced by the growing literature on the subject. This study and the literature supported the positive relationship between BHI and the financial performance of the organisation. At the end of the day, financial practitioners need to see how BHI, as a indicator of brand strategy success, can be estimated, and how it tends to be constructed.

CHAPTER SIX: CONCLUSIONS AND RECOMMENDATIONS

6.1 Introduction

This section focusses on conclusions and recommendations, and therefore it is built on strategies and opportunities that can be adopted to recognise areas that marketing managers must focus on when they draw up the marketing strategies that are centred on reinforcing the value and health of their brands in consumers' minds. These recommendations are further based on the findings of the study in combined with the literature reviewed in this study.

6.2 Conclusions on the Major Findings

The discussions in this section serve as a summary of the findings aligned to the objectives of the study, and they read as follows:

The result from the two-way cluster robust regression analysis indicated that brand health index score had a positive effect on corporate performance. This study found a significant relationship between BHI and financial measures of EPS and ROA (Table 4.2 – Table 4.7). The study further found that the longer-term BHI measure (ten-year), BHI had the highest explanatory factor as measured by the R-squared (Table 4.7). The findings of this study are in line with Mirzaei *et al.* (2015) who also found a significant relationship between BHI and EPS as well as BHI and ROA. Mirzaei *et al.* (2015) further found that the longer-term BHI had a higher explanatory power as reported in the R-squared figures.

Brand health is a vital driver of brand exposure with a significantly strong result. According to the findings there is an indication that the higher degree of brand health leads to an equally higher degree of brand awareness.

An alternative to brand promotion is agreeing with Sun *et al.* (2013:389) in putting resources into advertising with the point of creating brand equity. All things considered, advertising has by a long shot been the single most elevated commitment in building brand mindfulness for organisations with low brand health as per the study outcomes. Sun *et al.* (2013:389) found a high and a positive connection between advertising and

brand awareness. Subsequently, they contend that clients who are presented with the brand's promotion all the time will often generally create a higher brand awareness and association, as well as a more uplifting viewpoint of the brand quality thereby prompting a more grounded brand health.

When comparing the findings of this study with Gary *et al.* (2016:91) it is evident that advertising is important for brands with low brand awareness, whereas it is less effective for brands with a higher brand awareness. However this study does not provide information on the type of advertising that is mostly effective. Chang and Tang (2015:10) argue that brands that are considered unfamiliar (those with low brand awareness) should use concurrent adverts which can be easily recognised by consumers and those that can be stored in their memory. Furthermore the use of familiar brands is recommended.

Building a strong brand could also be achieved by means of corporate communication, meaning that the company can build and strengthen its image through specific techniques of communication such as corporate advertising (Keller, 2018:139).

The comparative study of different competitive industries can definitely give an idea on the impact of brand health on brand score and corporate performance. The point of analysis under each industry can give insights into how the different companies are performing and the weakness of their brands can be identified. Thus, a brand that performs at its optimum capacity is an asset to an organisation and is linked to a high brand health index score. It can be noted that a clear implementable strategy could lead to a better brand health score and a better standard deviation of growth. Therefore, a healthy brand could be measured through regression, mean score, and standard deviation of growth calculations. The data in the previous section further gives the effect of a low brand health score on the dependable variables like brand health score index, linear regression and standard deviation of growth. The effectiveness of a brand can therefore be measured using the above criteria.

6.3 Recommendations

Below are some of the recommendations that can be used by managers and marketing managers in the different industries:

- Given the relationship between long-term brand health and performance, it is important for management to concentrate on the long-term brand health of their companies as this will in turn translate into better performance. This will mean that they will ultimately have to focus on brand loyalty and perceived quality. Consumers and clients have high brand loyalty towards a brand if they are satisfied with the product or service delivered by it. This is why these organisations should focus their strategy on creating or attracting loyal customers, which can be done through delivering high quality products and services. This will result in establishing a long-term commitment with loyal customers and clients who will not switch easily to another brand, compared to non-loyal customers who can switch easily. This will in turn lead to increasing the sales volume and profitability of the brands and would give that brand the chance to present its services and products in the market with a premium price.
- In the aspect of brand awareness, it is recommended that the organisations under study should embark on intensive campaigns to create stronger brand awareness and brand image. An interesting observation made from this research study was that consumers and clients are more influenced by the brand image of the organisations. In order to build a strong customer brand loyalty, it has to create a higher customer perceived quality, given that brand loyalty and perceived quality are intertwined. Petek and Ruzzier (2016:62) note that a relatively large satisfied customer base provides an image of the brand as accepted, successful products and services which have a longer life cycle.
- It is advised that the brand image of the organisation can be strengthened by advertising and promotional activities. Advertising and promotions should therefore be used by marketing managers in these industries to create and reinforce an image for the target public.
- To create a successful and differentiated brand image and in turn, brand health, organisations' marketers should communicate, position and differentiate their brand

on all four elements of brand image by Zhang (2015:15) as identified in chapter two. To enhance the customer's perception of the brand image and to build a lasting, positive image, companies should convey a singular or distinctive message that communicates the products and services major benefits and positioning using advertising and promotional activities. Also, it is important to continuously use advertising and promotions through various communication channels in a strategic way to improve brand image. The multiple communication channels are especially important as brand image involves brand association.

- Consequently, marketing managers from the different industries should engage in more communication with customers and clients in order to enhance the customers' impression of their brand image and should build up long-term relationships with customers and clients, and focus more on the differentiation strategy of their company's image to distinguish it from others in the similar industries.
- Benchmarking practices can also be performed by these industries, whereby the company with a low brand health score can look at the practices of one with a high score and see where they could possibly improve.
- Central to the idea of a brand's success is segmentation. The basis on which segmentation is conducted also differs in the brand and customer perspectives. With a brand-based perspective, the emphasis is on benefit-based segmentation. That is, firms try to identify homogeneous groups of customers who seek a particular benefit from a brand and then try to create brands that best fulfil those needs. With a customer-based perspective, the emphasis is on profit-based segmentation. That is, organisations identify the most profitable customers and develop strategies e.g., loyalty programmes, rewards (this has been adopted by Pick and pay and Clicks), to help retain those customers and to also divest unprofitable customers (or to migrate unprofitable customers to alternative products or services that will make those customers profitable).
- Organisations that will adopt a market asset perspective will have to mix the benefits and profit-based approaches to segmentation (Ambler *et al.*, 2012:15). This can be done by analysing the customer and brand portfolio and then by matching brands with customers in a way that is most profitable. Again, organisations will need to be mindful

of the temporal shifts, shifts that are based on changes in the brand, the customer, the customer-brand relationship, and the type of industry they are in.

- The findings in the previous section further indicate that the retail industry's growth over the past decade has significantly declined. With the limitations on growth, retailers must therefore take considerable considerations of their operating costs. It is therefore advised that all retailers should address three cost levers, namely: direct product costs, the indirect costs of goods not for resale, and labour costs. If retailers tackle the above levers comprehensively, they can reduce costs, which will help them to thrive intensely in today's competitive environment.

6.4 Contribution of the Study to Knowledge

- The current study made contributions to scholarship by recognising practical brand measurement techniques that are applicable across a wide range of decision settings to provide insights into the evaluation and assessment of brands found on the JSE.
- The study also contributed to scholarship strategically, by providing companies and marketers with a clear path in regards to how they can effectively build their brands.
- The suggestions made in this study will help organisations build brands that foster high equity and brand health by ensuring the long-term profitability and sustainability of their product and service offerings by creating awareness and favourable associations in the minds of their consumers or clients.
- There is a lack of literature regarding the topic of brand health, and its effects on an organisation's performance. Therefore, the results of the study will have an impact on future research in the academic domain.

6.5 Limitations of the Study

Due to time coupled with resource constraints, limitations in this current study exist and are briefly explained together with future research areas which are discussed.

- The current investigation was apprehended on an industry related premise, this implies that only analytic generalisation can be applied in respect of the consequences of this examination. In this manner with the end goal to utilise the discoveries on a more extensive range, the system and research discoveries should be tried with

consideration in different industries. As complicated as this could be, the relationship among elements could vary and the results could therefore contrast in such manner.

- Due to time and budget limits, professional insights are hence absent. Solutions in this examination were exclusively founded on the researcher's opinion which utilised and was dependent on the industry analysis and calculations without consideration of experts' recommendations, therefore procedures expressed here could be fairly uneven. Implications provided may not suite all South African brands or organisations recorded on the JSE.
- As much as this study is dedicated to study the South African companies listed on the JSE, it is of interest to examine further, at the same time, foreign brands that are also operating in South Africa and see how they overcome the negative influences caused by not having a strong brand.

6.6 Direction for Future Research

Bellow are some suggestions for furture research in the sense of testing the possibility to generalise obtained results in a manner that they would be valid for another study on brands. Possible directions for future investigations are presented:

- This thesis encompasses only a single construct of only those brands listed on the Johannesburg Stock Exchange. The suggestion would be to conduct similar analysis of some of the remaining brands owned by foreign companies operating in South Africa.
- Such an analysis would enable insights to be gained into foreign markets as well as to give the possibility of comparison of international strategies and tendencies of creating and sustaining successful, strong brands.
- Furthermore, future research should also analyse more explicitly the other antecedents such as customer values, satisfaction, customer experiences, social responsibility and quality, along with perceived quality, brand loyalty and brand image for more comprehensive research in the future.

6.7 Summary

There is growing pressure on the marketing fraternity to demonstrate the impact of the long-term health of a brand on company performance. The main reason for this study was to assist in bridging the knowledge gap that exists locally on the subject of brand equity, brand health measurement and brand valuations, and it was hoped that this research would initiate further research into the topic. The specific research objectives that were stated in Chapter 1 were: To determine the robustness of the BHI in measuring the brand health of companies in South Africa and to evaluate the relationship between brand health and corporate performance of selected South African companies. Overall, the study has been able to achieve the following:

- The study documented the theory on brand health and on how can organisations build and further preserve it, and
- The study has also been able to establish a relationship between brand health and the long-term success for some sectors under consideration in the South African market.

BIBLIOGRAPHY

Alhaddad, A. 2015. Perceived Quality, Brand Image and Brand Trust as Determinants of Brand Loyalty. *Journal of Research in Business and Management*, 3(4), pp.01-08. (Accessed 1 August 2018).

Aydin, G. and Ulengin, B. 2015. Effect of brand equity on firms' financial performance in consumer goods industries. *Journal of Business, Economics and Finance*, 4(3), pp.12-50. (Accessed 1 August 2018).

Bhattacharyya, D.K. 2013. *Research Methodology*. 4th ed. England: Excel Books Publishers.

Blythe, J. 2010. *Principles and Practice of Marketing*. 2nd ed. United Kingdom: Cengage Learning.

Bradley, N. 2013. *Marketing research*. 3rd ed. United Kingdom: Oxford.

Bryman, A. and Bell, E. 2013. *Business Research Methods*. 3rd ed. United Kingdom: Oxford.

Chaudhary, G. 2014. Challenges in Brand Building. *International Journal of Emerging Research in Management and Technology*, 3(10), pp.71-150. (Accessed 28 September 2018)

Chaudhuri, A. and Holbrook, M.B. 2010. The chain of effects from brand trust and brand affect to brand performance. *Journal of Marketing*, 65(2), pp.19-100.

Chen, H.-C. and Green , R.D. 2016. Brand equity, marketing strategy, and consumer income. *Journal of Management and Marketing Research*, 6(1). pp.1-22. (Accessed 28 September 2018).

Christodoulides, G. and de Chernatony, L. 2010. Consumer Based Brand Equity Conceptualisation and Measurement. *International Journal of Market Research*, 6(1), pp. 80-300.

Easwaran, S. and Singh, S. 2012. *Marketing Research*. 9th ed. New Delhi: Oxford Publications.

Farjam, S. and Hongyi, X. 2015. Reviewing the Concept of Brand Equity and Evaluating Consumer-Based Brand Equity (CBBE) Models. *International Journal of Management Science and Business Administration*, 1(8), pp.14-29.

Fayrene, C. and Lee, C.G. 2011. Customer-Based Brand Equity. *Journal of Arts Science and Commerce*, 1(1), pp.13-60.

Glaser, S. 2013. The role of branding in the value chain. *International Journal of Physical Distribution and Logistics Management*, 38(9), pp.726-736.

Gunawardane, R.N. 2015. Impact of Brand Equity towards Purchasing Decision. *Journal of Marketing Management*, 3(1), pp.100-117.

Hsu, J.F., Wang, Y.T. and Chen, M.Y. 2013. The Impact of Brand Value on Financial Performance. *Advances in Management and Applied Economics*, 3(6), pp.129-141.

Kawulich, B. 2014. Data Analysis Techniques in Qualitative Research. *Journal of Research in Education*, 14(1), pp.96-113.

Keller, K.L. 2013. *Strategic Brand Management*. 4th ed. England: Pearson Publishers.

Keller, L.K., 2009. Building strong brands in a modern marketing communications environment. *Journal of Marketing Communications*, 15(3), pp.69-103.

Kim, J.-W. and Richarme, M. 2012. Linking marketing activities to shareholder value: philosophical and methodological issues. *Journal of Management and Marketing Research*, 3(3), pp.57-88.

Kotler, P. and Keller, K. 2012. *Marketing Management*. 14th ed. England: Pearson Publishers.

Krshnaswamy, K.N., Sivakumar, A. and Mathirajan, M. 2016. *Management Research Methodology*. 11th ed. New Delhi: Pearson Publishers.

Lamb, C.W., Hair, J.R., McDaniel, C. 2015. *Marketing Principles*. 5th ed. Cape Town: Oxford Publishers.

Maheshwari, V. and Lodorfos, G. 2014. Determinants of Brand Loyalty. *International Journal of Business Administration*, 5(6), pp.90-144.

Malone, E.H., Nicholl, H.M. and Coyne, I. 2016. Fundamentals of Estimating sample size. *Journal of Quantitative Research*, 23(5), pp.21-50.

Makasi, A. and Govender, K. 2014. Building Brand Equity through Advertising. *Mediterranean Journal of Social Sciences*, 5(20), pp.30-200.

Malik, M.E. 2013. Importance of Brand Awareness and Brand Loyalty in assessing Purchase Intentions of Consumer. *International Journal of Business and Social Science*, 4(5), pp.60-305.

Mizik, N. 2014. Assessing the Total Financial Performance Impact of Brand Equity with Limited Time-Series Data. *Journal of Marketing*, 51(6), pp.691-706.

Murgan, G.M. 2015. A Critical Analysis of the Techniques for Data Gathering in Legal Research. *Journal of Social Sciences and Humanities*, 1(3), pp.266-274.

Özsomer, A., Batra, R. and Chattopadhyay, A. 2012. A global brand management roadmap. *International Journal of Research in Marketing*, 1(3), pp.1–4.

Pavan, G.K. and Kulkarni, N. 2014. Research Methodology. *International Journal of Innovative Research and Development*, 3(7), pp.168-180.

Petersen, A.J. and McAlister, L. 2012. Choosing the Right Metrics to Maximise Profitability and Shareholder Value. *Journal of Retailing*, 5(1), pp.108–500.

Plank, R. 2012. Measuring Brand Equity: An Evaluation of a Consumer-Based Brand Equity Scale. *Journal of Marketing Theory Practice*, 10(1), pp.30–222.

Qiang, D. 2011. The Pricing of Luxury Goods: A BPM Approach. *International Journal of Business and Management*, 6(3), pp.100–304.

Quinlan, Babin and Carr. 2015. *Business Research Methods*. 1st ed. United Kingdom: Cengage Publishers.

Rahgozar, R., 2012. The Use of the P/E Ratio to Stock Valuation. *Grant Journal*, 6(2), pp.71-900.

Render, B., Stair , R. and Hanna , M. 2012. *Quantitative Analysis for Management*. 11th ed. England: Pearson Publishers.

Romaniuk, J. 2014. Revenue Premium as an Outcome Measure of Brand Equity. *Journal of Marketing*, 31(2), pp.1-17.

Rooney, A.J. 2015. Branding: a trend for today and tomorrow. *Journal of Product and Brand Management*, 4(4), pp.16-305.

Saunders, M., Lewis, P. and Thornhill, A. 2012. *Research Methodology for Business Students*. 6th ed. England: Pearson Publishers.

Severi, E. and Ling, C.K. 2013. The Mediating Effects of Brand Association, Brand Loyalty, Brand Image and Perceived Quality on Brand Equity. *Journal of Asian Social Science*, 9(3), pp.66-130.

Trochim, W. 2011. *Research Methods*. 4th ed. New Delhi: Biztantra Publishers.

Ullah, M. and Jan , F. 2012. Elements of brand salience and its impacts on buying behaviour and sales. *Abasyn Journal of Social Sciences*, 4(2), pp.01-55.

Walker, O. and Mullins, J. 2009. *Marketing Strategy*. 6th ed. United States: McGraw-Hill Publishers.

Zhang, Y. 2015. The Impact of Brand Image on Consumer Behaviour. *Open Journal of Business and Management*, 3(3), pp.67-300.

APPENDIX ONE: ETHICAL CLEARANCE



18 August 2017

Ms Ayanda Nonhle Khumalo (215073107)
Graduate School of Business & Leadership
Westville Campus

Dear Ms Khumalo,

Protocol reference number: **HSS/1435/017M**

Project title: Measuring the long-term health of selected brands in South Africa using Brand Health Index

Full Approval – No Risk / Exempt Application

In response to your application received on 11 August 2017, the Humanities & Social Sciences Research Ethics Committee has considered the abovementioned application and **FULL APPROVAL** for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

PLEASE NOTE: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully


.....
Dr Shamila Naidoo (Deputy Chair)

/ms

Cc Supervisor: Professor Theuns Pelsier
Cc Academic Leader Research: Dr Muhammad Hoque
Cc School Administrator: Ms Zarina Bullyraj

Humanities & Social Sciences Research Ethics Committee
Dr Shenika Singh (Chair)
Westville Campus, Govan Mbeki Building
Postal Address: Private Bag X34001, Durban 4000
Telephone: +27 (0) 31 260 2067/83504657 Facsimile: +27 (0) 31 260 4930 Email: ethics@ukzn.ac.za / SOVMBKB@ukzn.ac.za / msuzp@ukzn.ac.za
Website: www.ukzn.ac.za



APPENDIX TWO: TURNITIN REPORT

BHI Turnitin last time (Correction)

ORIGINALITY REPORT

10%	4%	3%	7%
SIMILARITY INDEX	INTERNET SOURCES	PUBLICATIONS	STUDENT PAPERS

PRIMARY SOURCES

1	Mirzaei, Abas, David Gray, Chris Baumann, Lester W Johnson, and Hume Winzar. "A behavioural long-term based measure to monitor the health of a brand", Journal of Brand Management, 2015. Publication	1%
2	Submitted to Mancosa Student Paper	1%
3	Submitted to International Business School Student Paper	1%
4	Submitted to University of Wales central institutions Student Paper	<1%
5	Submitted to Higher Education Commission Pakistan Student Paper	<1%
6	scholarworks.gsu.edu Internet Source	<1%
7	Ahmad, Nur Syakirah, Rosidah Musa, and Mior	<1%

Harris Mior Harun. "The Impact of Social Media Content Marketing (SMCM) towards Brand Health", *Procedia Economics and Finance*, 2016.

Publication

8	Submitted to Macquarie University Student Paper	<1%
9	Submitted to Universiti Teknologi MARA Student Paper	<1%
10	www.barnesandnoble.com Internet Source	<1%
11	Submitted to MODUL University Vienna Student Paper	<1%
12	www.letsgoahoy.com Internet Source	<1%
13	Submitted to University of KwaZulu-Natal Student Paper	<1%
14	Submitted to Zambia Centre for Accountancy Studies Student Paper	<1%
15	www.marketing.org.au Internet Source	<1%
16	Submitted to University of West London Student Paper	<1%

17 Submitted to Management Development Institute Of Singapore <1%
Student Paper

18 markenmanagement.files.wordpress.com <1%
Internet Source

19 Submitted to Auckland University of Technology <1%
Student Paper

20 Kevin Kam Fung So, Ceridwyn King. "“When experience matters”: building and measuring hotel brand equity", International Journal of Contemporary Hospitality Management, 2010 <1%
Publication

21 epubl.ltu.se <1%
Internet Source

22 mjbraide.com <1%
Internet Source

23 Submitted to Colorado State University, Global Campus <1%
Student Paper

24 theses.ucalgary.ca <1%
Internet Source

25 link.springer.com <1%
Internet Source

Submitted to North West University

26	Student Paper	<1%
27	Submitted to University of Central England in Birmingham Student Paper	<1%
28	www.studymode.com Internet Source	<1%
29	www.simonandschuster.com Internet Source	<1%
30	Submitted to Kenyatta University Student Paper	<1%
31	Submitted to London School of Business and Finance Student Paper	<1%
32	Submitted to University of Cape Town Student Paper	<1%
33	Submitted to Birkbeck College Student Paper	<1%

Exclude quotes On

Exclude matches < 24 words

Exclude bibliography On

APPENDIX THREE: ENGLISH EDUTORIAL CERTIFICATE

Barbara Dupont Language School

37A Hilltop Road

Hillcrest

3610

Cell No: 0846668351

14th April 2019

To Whom It May Concern

EDITING OF ACADEMIC DISSERTATION

I hereby confirm that I, Barbara Dupont, edited the thesis written by **Ayanda Nonhle Khumalo** titled Measuring the long-term health of selected brands in South Africa using the Brand Health Index™ and commented on the grammatical anomalies in MS Word Track Changes and review mode by the insertion of comment balloons prior to returning the document to the authors. Corrections were made in respect of grammar, punctuation, spelling, syntax, tense and language usage as well as to sense and flow. Reference guidelines and additional comments were provided to assist with corrections.

I have a been teaching English for the past 12 years and have a Cambridge CELTA diploma in teaching English as a foreign language. I am also employed by the British Council as an official IELTS examiner for Southern Africa. I have been editing academic and other documents for the past three years, regularly editing the research dissertations, articles and theses of the School of Nursing, Environmental Studies and various other schools and disciplines at the University of KwaZulu-Natal and other institutions, as well as editing for publishing firms and private individuals on a contract basis.

I trust that the document will prove acceptable in terms of editing criteria.

Yours faithfully



Barbara Dupont