THE IMPACT OF BRAND LOYALTY WITHIN THE FAST MOVING CONSUMER

GOODS (FMCG) IN GHANA.

CASE STUDY: KUMASI METROPOLIS

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DECLARATION

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ABSTRACT

The empirical research study aimed at presenting a research finding and result on the impact of brand loyalty on performance of the FMCG markets. The primary objective of the study was to explore why loyalty developed in FMCG markets from the consumers' perspective was the determining and sustaining factor high volume sales within the industry.

A problem statement for embarking on the research study further established the empirical research study for on the impact of brand loyalty on the performance of FMCG markets within the industry.

The Literature review relevant data and studies documented in the field of brand loyalty and FMCG markets as determinant variables in the thematic area of the study. Most of these written materials formed the basic understanding of the data collected on FMCG markets. The secondary data was the defining point for establishing the facts under the research investigation.

Increasing competition within the local Ghanaian FMCG markets has made the traditional price and quality producing leadership in an industry as too little. It is no longer enough to depend on these attributes for leadership in products and services. Organizations that realized the importance of product branding as a valuable asset towards providing substantial returns on investment in the long run highly set their objectives right.

The knowledge gained from the research enabled the researchers to draw conclusions on what strategies organisations operating within the highly competitive FMCG market could implement to create and maintain loyalty towards its brands.

DEDICATION

This project is dedicated to our families and loved ones who have been very supportive throughout our time in school.

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CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND OF STUDY

The primary objective of the study was to explore why loyalty develops in Fast Moving Consumer Goods (FMCG) markets from the consumers' perspective. In addition, this study was to explore the consumers' perspective on the types of bonds that existed in FMCG markets and the role of bonds in the development of brand loyalty.

The empirical research indicated the need for strategies and managerial principles and policies to creatively and innovatively sustain customer loyalty to the brand for fast moving consumer goods market, hence the problem statement.

Established management thought and practice owe much to one major industry: the fast moving consumer industry. This industry, more than any other industry, demonstrated how firms could achieve stability and efficiency in design, manufacturing and marketing of products. Management principle rooted in this industrial sector epitomized effective ways of conducting businesses. In today's knowledge economy driven by new modes of technological convergence, a new industrial sector of Super Fast Moving Consumer Goods is fast taking shape rewriting principles of management.

Some common FMCG product include food and dairy products, glassware, paper products, pharmaceuticals, electronics, plastic goods, printing goods, household products, photography, drinks etc, so here coffee, tea, greeting cards, gifts, detergents, soaps etc are all included.

The FMCG industry, or alternatively named Consumer Packaged Goods (CPG), deals mainly with the production, distribution as well as marketing of packaged goods for all consumers. The Fast Moving Consumer Goods (FMCG) has to do with those consumables which are regularly being consumed. Among the first activities of the FMCG industry there is selling, marketing, financing, purchasing, and so on. Recently this industry has also launched in operations, supply chain, production, and general management. Terblanche (2002).

The wide range of consumable goods provided by the FMCG industry turns over a large amount of money, while competition among FMCG manufacturers has become more and more fierce. Investors are putting more and more into the FMCG industry, especially in India, where the FMCG industry is the fourth largest sector, having a total market size of more than US$13.1 billion, and still estimated to double by in the next several years. In New Zealand as well, the FMCG industry accounts for 5% of Gross Domestic Product (GDP). Gonzalez (2012).

The factors that made the FMCG industry a highly competitive one are low operational cost, solid distribution networks, and emergence of new FMCG companies. In addition, the growth of the world's population is another responsible factor for the huge success of this particular industry. Some of the leading FMCG companies all over the world are Sara Lee, Nestlé, Unilever, Procter & Gamble, Coca-Cola, Carlsberg, Kleenex, General Mills, and Mars etc. Gonzalez (2012).

In recessions, shoppers have a natural tendency to switch to private labels in order to save money. The logical thing for brands to do is to counter this tendency by either lowering their own price, or by offering sufficient non-price reasons to consumers to buy their brand. Consumers are more price-sensitive in recessions, so offering more price promotions makes a lot

of sense. Surprisingly, price promotion activity for most brands actually decreases in recessionary times. Gonzalez (2012).

Due to increased competition, locally as well as internationally, organizations need a distinguishing element that will keep consumers identifying and buying their products. With competition increasing annually, the traditional sources of competitive advantage no longer provide long term security for a company, product or marketer. In other words, leadership in price and quality is not enough to ensure the success of a product anymore. Terblanche (2002).

The current recession is the most brutal economic downturn in a lifetime. One industry where the consequences of the recession are felt particularly hard is the fast-moving consumer goods (FMCG) industry. In the past, this industry was dominated by such well-known manufacturer brands as Ariel detergent, Nescafé coffee, Philadelphia cream cheese, Flora margarine, and Pampers nappies. However, in recent decades, so-called private labels or store brands – brands owned by retail giants such as Wal-Mart, Tesco, Carrefour and Aldi – have made huge inroads, especially in Western Europe and the US. Today they control 20 per cent of the US FMCG market, 35 per cent in Germany, and more than 40 per cent in the UK. Much of the loss of market share of manufacturer brands is initiated in economic downturns. Faced with a pressing need to save money, shoppers turn to (cheaper) store brands. They discover that the quality is good and, consequently, many stick with the brand when the economy improves again. FMCG Markers (2009).

1.2 PURPOSE OF RESEARCH

The research purpose explore and discover the conduct of the empirical investigation which usually is encompassed within the research questions posed, at the onset of study, and the related research objectives.

1.3 RESEARCH QUESTIONS

I.   How would one identify the FMCG which are strong brands?

II. In what ways will price differentiation on FMCG ensure brand loyalty?

III. What effect has the factors that create FMCG had upon the competitive market?

IV. How do the effects and implications of determinant variables ensure markets for FMCG

1.4 RESEARCH OBJECTIVES

The primary objective of the study was to explore why loyalty developed in FMCG markets from the consumers' perspective was the determining and sustaining factor from its existing consumers. In addition, this study was to explore the consumers' perspective on the types of bonds that existed in FMCG markets and the role of bonds in the development of brand loyalty. The specific objective of the study includes the following:

I.   To identify FMCG which are strong brands

II. To examine the factors that create consumer brand loyalty

III. To draw conclusions on reasons to maintain brand loyalty in customers.

1.5 PROBLEM STATEMENT

The above discussion indicated the need for strategies and managerial principles and policies to creatively and innovatively sustain customer loyalty to the brand for fast moving consumer goods market, hence the problem statement.

Of interest was the quest for the researchers to determine how an organisation could maintain brand loyalty from its existing consumers. The aim of the study was to obtain a solid base of information and opinions regarding the concepts of brands and building brand loyalty. The intended research problem: in what ways would strategies be implemented to maintain brand loyalty for the fast moving consumer goods product despite a fierce market competition?

1.6 JUSTIFICATION OF STUDY

The research was intended to extend existing understanding of the phenomena being investigated and to fill in gaps in our present knowledge. The influence of brand loyalty that motivates consumers' patronage of FMCG markets cannot be overestimated. The clearly defined unit of analysis of the empirical study ensured the measurability of the process of investigation and its continuation overtime. A potential researcher may, in such a case, follow up on the activities of the research investigation. The reason for this was to provide a guiding policy and manual to the process of customer-brand loyalty on FMCG markets. An understanding of the study variables further enabled the exploration of significant conclusions and recommendations towards streamlining the overall marketing concept adopted by FMCG markets. The rationale for the study was also to deepen the existing understanding of the local regard for FMCG markets in the country, Ghana.

1.7 ORGANIZATION OF STUDY

The study arranged and distributed over the five chapters according to the institutional requirements for report writing. Chapter One introduced the subject under study. Chapter Two described Related Literature on the purpose of the degree of influence of customer relationship management as a marketing function on bank service quality of business organizations.

Chapter Three developed the design and Methodology for studying the research investigation. Sub-divisions for Chapter Four highlighted Research Findings and Results presentation. The study deployed an effective data collecting instrument like structured Interviews and Questionnaires and observation on which the analyses were based upon. Finally chapter finished off with the Summary, Conclusions, and Recommendations of the research phenomena.

1.8 LIMITATIONS OF STUDY

Case study limitations include the fact that definite findings cannot be drawn from causal conclusions. Different situations of the scope of study should equally indicate comparatively altered situations of the same determinant variables. There is limitation of resources as in budget and equipment for evaluating the determinant variables under the study. Some other constraints in the conduct of the study were with time, span of research process, and accessibility of secondary data for investigation. Document investigation is of utmost importance to the study but information and data were not forth coming. It is expected that the literature and empirical findings resulting from this research together with input from the researchers own experience will contribute greatly to the body of knowledge on the topic.

1.9 SCOPE OF STUDY

As explained by Kumekpor (2002), the focus and scope of the research investigation as a social survey enables the understanding of those determinant variables of the study. The focus of the social survey directly concerns social life as it exists at present. This study used survey technique to prompt the need to collect data on consumers' perspective on the types of bonds that existed in FMCG markets, to be used in an objective a manner as possible.

The social survey technique sampled viewpoints from its main specific locality or geographical area. In this case the specific geographical area for conducting the research investigation was the urban Kumasi metropolis; Adum, Asafo, Kejetia, and Krofrom environs. These areas were mostly the densely populated for the performance and conduct of the research process.

These areas were chosen because the researcher realized that they were the area most of the big shops and distributors are found. Customers who buy on daily basis come to these locations and buy on daily basis.

CHAPTER TWO

REVIEW OF LITERATURE

2.0 INTRODUCTION

The objective of the study was to explore reasons for loyalty by customers for fast moving consumer good (FMCG) markets within a competitive market economy. In addition, this study was to explore the consumers' perspective on the types of bonds that existed in FMCG markets and the role of bonds in the development of brand loyalty.

A good research question was in what ways do the effects and implications of determinant variables ensure markets for FMCG? The empirical research indicated the need for strategies, innovations, and policies to sustain customer loyalty of the brand for fast moving consumer goods market. The objective of the research was to find out what strategies an organization could implement to achieve and sustain loyalty from current and prospective consumers towards its brand in a highly competitive, FMCG market.

Chapter Two was structured along the following subheadings - The Brand for Existing Market; Consumer Loyalty within FMCG; Markets for FMCG; Variable Effects of FMCG; Brand Loyalty for FMCG Markets; Brands and Brand Loyalty for FMCG; Influence of Brand Loyalty in FMCG.

2.1 BRANDS FOR EXISTING MARKETS

Brands are among an organisation's most valuable assets, and leading organisations (as in the case of Coca Cola) today realise that capitalising on their brands is more important than their

tangible assets. Doing so can help them achieve their growth objectives quicker and more profitably (Davis, 2000). Leading organisations know that brands are more than just products: brands are also an indication of what the organisation does and, more importantly, what the organisation is. Usually brands are why an organisation exists; not the other way round (Davis, 2000). However, most organisations are not maximising their potential financial returns because they are not maximising the power of their brands. With proper brand management, organisations can experience exponential growth, but this will happen only if these organisations take advantage of the most important growth weapon at their disposal: their brand (Davis, 2000). Most organisations within the FMCG market believe that they operate in a 'mature' industry and therefore use little imagination in marketing and branding their products. In order to distinguish its brand, an organization needs to be innovative. In this way imaginative organisations can rewrite industry rules and create new futures for themselves (Wileman & Jary, 1997). In the FMCG market, sustainable growth can only be achieved by companies that are successful in creating good, trusted brands

2.2 CONSUMER LOYALTY WITHIN FMCG

Central in a market economy is a diversity of taste and preference. Organisations cater for this in differentiating products on both tangible and intangible attributes. This product differentiation provides an opportunity to consumers to claim their difference, demonstrate their originality and express their personality through their brand choices. In this way, consumers can also communicate their value system (Lambin, 2000). Both Keller (1998) and Kapferer (1999) believe that there are three types of qualities of brand characteristics that are important to consumers: Qualities that are noticed by contact before buying. That is, the brand's attributes

can be evaluated by visual inspection (for example size, colour, style and ingredient composition). Qualities noticed uniquely by experience, thus after buying. Actual brand trial and experience is necessary (for example service quality, safety, and ease of handling). Credence qualities that cannot be verified even after consumption and which consumers have to take on trust. Because of the difficulty in assessing and interpreting product attributes and benefits through experience and with credence brands, brand names may be particularly important signals of quality and other characteristics to consumers.

De Chernatony and McDonald (2000) go one step further in arguing that a brand is more than just the sum of its component parts. For the purchaser or user, a brand embodies additional attributes which, while they might be considered by some to be "intangible", are still very real and in consumers' minds, are seen as added values. The added value of a product is created through the marketing mix of the product, packaging, promotion, price and distribution and creates a distinctive position within the consumer's mental map.

2.3 MARKETS FOR FMCG

The market presence of a brand is everything about the brand that is external to the consumer's mind, namely, distribution, in-store position, relative price, et cetera. It does not help a brand if the consumers are looking to purchase a brand, but it is unavailable (Hofmeyr & Rice, 2000).

Mariotti (1999) lists a few more factors that drive brand loyalty. These include:

1. value (price and quality);

2. image (both the brand's own personality and its reputation);

3. convenience and ease of availability;

4. satisfaction;

5. service; and

6. Guarantee or warranty.

Lambin (2000) believes there is a link between satisfaction and loyalty and illustrates this by using the real-life example of research conducted at Rank Xerox. According to conventional wisdom, the relationship between satisfaction and loyalty should be a simple linear one: as satisfaction increases, so does loyalty. A research conducted at Rank Xerox and replicated by Jones & Sasser (in Lambin, 2000) showed a much more complex relationship.

2.3.1 Competition within markets

Terblanche (2002) assets that the rapidly increasing competitiveness within the fast-moving consumer goods (FMCG) market compels an organisation within this market to not only entice consumers to purchase the organisation's brand, but also to keep these consumers purchasing the brand. It is therefore essential that an organisation creates and maintains loyalty among consumers towards its brand.

2.4 VARIABLE EFFECTS OF FMCG

Oliver (1997) argues that there are different attitudinal phases of loyalty and that consumers can become "loyal" at each attitudinal phase of the attitude development structure. In theory, consumers first become loyal in the cognitive sense, followed by loyal in the affective sense, then by loyal in the conative manner and finally, in the behavioural sense. The final stage is also called "action inertia".

Cognitive loyalty: In this stage loyalty is based on brand belief only. The brand attribute information available to the consumer determines whether one brand is preferred above its alternatives. Loyalty to the brand in this stage is therefore based on the brand's attribute performance levels and the available information about the brand. This loyalty is, however, of a very shallow nature and applies mostly to transactions of a routine nature, for example, utility provision trash pick-up. During these routine transactions satisfaction is hardly ever processed and the depth of loyalty is no deeper than mere performance. If satisfaction is processed, it becomes part of the consumer's experience and begins to take on affective overtones. Oliver (1997).

Affective loyalty: At this phase of loyalty development, a number of satisfying usage occasions results in the development of a liking, or attitude towards the brand. The consumer becomes loyal due to the pleasurable satisfaction derived from using the brand. Whereas cognition is directly subject to counter argument, affect is not easily dislodged. However this form of loyalty remains subject to switching, as evidenced by data that show that large percentages of brand defectors claim to have been previously satisfied with their brand. It would be more desirable, for the organisation, if consumers were loyal at a deeper level of commitment. Ibid.

Conative loyalty: Conation, by definition, implies a brand - specific commitment to repurchase. This stage of loyalty is brought about by repeated episodes of positive affect towards the brand. Conative loyalty is a loyalty state that, at first, appears to result from a deep commitment to rebuy. However, this commitment is more to the intention to rebuy the brand and not to the brand itself.

Action loyalty: In the action loyalty phase, the motivated intention in the previous loyalty state is transformed into readiness to act. In addition to the intention to rebuy the brand, the consumer is also motivated by a desire to overcome obstacles that might prevent the action. If this is repeated, an action inertia develops, thereby facilitating repurchase. Oliver (1997).

The various phases of loyalty can therefore be summarised as follows: cognitive loyalty focuses on the brand's performance aspects, affective loyalty is directed towards the brand's likeableness, conative loyalty is experienced when the consumer focuses on wanting to rebuy the brand, and action loyalty is commitment to the action of rebuying.

2.5 BRAND LOYALTY FOR FMCG MARKETS

Brand loyalty in fast moving consumer goods space is fast changing in the Indian context. Armed with better purchasing power, wider options and desire to experiment, the Indian consumer is redefining the concept of brand loyalty. Lamb (2000) explored the different ways through which brands can strengthen their loyalty according to the following indicators.

2.5.1 Strengthening Brand Loyalty

Product Differentiation: If the products are well differentiated among the **segment** and the difference is perceivable by the consumer then there are chances of building brand loyalty based on satisfaction derived out of the brand that fits their needs. Loyalty is driven by functional or symbolic benefits. Functional benefits here refer to tangible features offered by the product while symbolic benefits are intangible features like brand personality. What are the different

product differentiation variables? It is important to understand these variables while devising the product differentiation strategy. There is no point having a well differentiated product which is no one is willing to buy. The following are important variables:

1. What are the basic needs - Price, size etc
2. What are the expected needs – Quality, level of service
3. What are the desired needs

Price Differentiation: Indian consumer is very price sensitive. If the price differentiation is perceivable then price led loyalty can be built. Price differentiation is often practiced by supermarkets & hypermarkets, airline companies and FMCG brands, which comes out with sales promotion and freebies. But continued sales promotion can also lead to brand dilution. For example, Milo when it was launched in India had always some freebies like cricket bat, tennis ball etc on its purchase. This helped Milo initially but as soon as the sales promotion was stopped the sales of Milo nosedived and the product had to be taken out of Indian Market. More the Sales promotions, lesser the likelihood of brand loyalty in the segment which is the focus of such efforts. Sales promotion strategy should be used well with overall strategy of the brand. A **premium brand** which gets into frequent sales promotion has the risk of losing its premiumness — a permanent damage to a brand which has spent years creating the premium aura. Price can also be taken as indicator of brand quality, and customer might go for higher prices options. Price led differentiation should be carefully considered and customer should not never perceive dilution. Lamb (2000).

Branding Activity: Branding activity is often associated with the brand names, **logos**, symbol, images and associations. Branding activity influences customers towards not only functional

aspects of product but also towards symbolic aspects. Cadbury dairy milk's advertisement always focus on the emotional connect of the consumers. This is one good example of using symbolic dimension. Branding activity can also be achieved through sponsorships. Lamb (2000).

Involvement of Consumers: Higher involvement of customers in the brand promotions means higher rate of repeat purchase. With the advent of social media more and more brands are involving consumers in the new initiatives through various social networking websites like facebook and twitter. Lamb (2000).

2.6 BRANDS AND BRAND LOYALTY FOR FMCG

Brands need to continuously align themselves to the changing consumer habits as well as the changing selling and promotion mechanisms. Earlier, commercial of TV and newspaper was enough but with the proliferation of mobile, internet and other innovative means, these have just one of multiple ways of branding. Earlier, the customers' decision was influenced by traders who would recommend a few products due to the margins he gets. Now the modern trade offers standardized layout for products, which allows the buyers to pick products of their choice. It is upto the brands how they communicate their **value and perceived benefits** to build brand loyalty. Lamb (2000).

Brand names enable the organisation to simplify product handling and tracing of brands. Furthermore, brands also assist the organisation in organising inventory, accounting and other operational functions. A brand can also offer the firm legal protection regarding its unique features or aspects. A brand can retain intellectual property rights and give legal title to the brand

owner. Intellectual property rights ensure that the organization can safely invest in the brand and reap the benefits of a valuable asset (Keller, 1998). The brand name can be protected through registered trademarks, the manufacturing process can be protected through patents, and packaging can be protected through copyright and designs.

2.7 INFLUENCE OF BRAND LOYALTY IN FMCG

In today's highly competitive business environment, the manufacturing processes and product designs are very similar and easily duplicated. Lasting impressions in the consumers' mind from years of marketing activity and product experience may not be so easily reproduced. Branding can be seen as a powerful tool to secure a competitive advantage (Keller, 1998). Furthermore, Lambin (2000) feels that a brand gives the organisation the opportunity to position itself within the market and to claim its distinctive characteristics. The brand is therefore a competitive weapon, which contributes to increasing the market transparency. This is particularly useful in markets where comparative advertising is legalised. According to Kapferer (1999), financial value can be added to an organisation as a result of additional revenues that are generated by the presence of a strong brand. Consumers may be attracted to a product which appears identical to another, but which has a brand name with a strong reputation. The strong brand may command a premium price in addition to providing an added margin due to economies of scale and market domination.

CHAPTER THREE

METHODOLOGY

3.0 INTRODUCTION

The third chapter, Chapter Three outlined the Design and Methodology for exploring the determinant variables to arrive at the empirical findings of the study. This included Scope of Study, Research Philosophy and strategy, Population of Study, Sample Size, Data Collection, Research Instruments, and Mode of Analysis. The evaluation of the influence of the fast moving consumer goods market, its effects and implications were compared and contrasted through the evaluation of respondents' opinion on the study. The design and methodology explicitly defined the procedure - the general plan of providing and arriving at the empirical findings of the study. Thus the research highlighted the following heading for the chapter - Scope of Study, Describing the Population, Sample Size Determination, Research Philosophy, Data Collection, Research Strategy, Research Instruments, The Case Study, and Mode of Analysis. Sub-divisions for Chapter Four highlighted Research Findings and Results presentation. The primary objective of the study was to discover reasons why loyalty developed in FMCG markets from the consumers' perspective were the determinant variable for sustaining factor from its existing consumers. The evaluation of these relating variables were compared and contrasted through the evaluation of Charts and Graphs drawn from the study data.

3.1 RESEARCH DESIGN AND STRATEGY

The study adopted a quantitative and deductive way to understudy the research investigation. A quantitative approach was to enable a complete understanding of the variables affecting the fast moving consumer goods markets. Coding the determinant variables to elicit respondents' data enabled the numerical representation of the collected information to provide empirical results for the study.

Saunders (2007) explained that Research philosophy is the way through which the researcher generates knowledge in the context of the research.

Using an exploratory research approach to quantifying the findings to the study, the investigaton adopted a procedure that not only depended on the causal-effects, but also on the contributing aspects of structured Interview, Questionnaire conducting and administrating of focus group discussions. The strategy for conducting the study relied upon the survey which is usually associated with the deductive approach. Quantitative data was collected and analyzed using descriptive and inferential statistics. The data collecting instrument was designed to ensure the deduction of structured results using available analyst software. Personal interview, structured questionnaire and observation were the prominent research instruments that adequately catered for the empirical study. Lehman (2005).

3.2 RESEARCH POPULATION

The research population for the study defined the generally large collection of individuals and objects that were the main focus of the scientific query. It is for the benefit of the population, the fast moving consumer goods markets, which made the research study conclusive. Due to the

large size of the initial population, in this case, the wholesalers, retailers, agents, third party persons, experts, consultants, general public, economists and government in general. The estimated population numbered 1,000,000.

Sample survey techniques covered individuals and bodies in the group being investigated. A fraction of the total population was selected in a way to effectively represent the entire population. The study used a simple random sampling technique to represent the total population.

3.3 SAMPLE SIZE

A sample frame of a figure about 2,500,000 was streamlined into a population figure of 1,000,000. A further representative deduction realized a sample size from an initial 250 to an approximate size of 84. Using the random sampling technique, the investigation determined the nature of the subjects to solicit opinions from. This effectively represented the population of the study. The concept of sample arises from the inability of the researchers to test all the individuals in a given population. The sample used was the representative of the population from which the study was drawn and it was a good size to warrant statistical analysis.

The selection of a suitable Sample Size from the population was paramount to the achievement of the set objectives under study. The final sample size is almost always a matter of judgment as well as of calculation. Sharp et al. (2002).

Assuming an initial 200 elements, forming major subject-criteria for the research investigation, this represented 10 different divisions or markets for fast moving consumer goods, for the

conduction and administration of the research under the population. And therefore, estimating the sample size is as follows:

That is, population number	= 1,000,000
Population category	= 10 (of 200 elements each)
Total elements within population category	= 200
Therefore, the Sample Calculation	= 1,000,000/2000
Hence, initial Sampling estimate	= 500
Since resource constraints; therefore	= 500/6
Representative Sample Size	= approximately, **84** in number

With a sample size of 84, the expectations were to elicit from these respondents data surrounding the research objective and questions.

3.4 RESEARCH APPROACH

The aim of this section was to describe the means of gathering data and how the results were scored to answer the research questions and set objectives under the research study. Primary data was acquired through the administration and conduct of questionnaire and interview respectively. The view was to further explore a valued oriented and purposive link to the causal-effects of evaluating the impact of fast moving consumer goods markets and its inherent bond to the customer. The conduct of the Interviews was restricted to expert opinions in the representative group or population of the study. Secondary data explored literature and other studies in relation to the study which included records of related institutions, written documents, company profiles, charts, and internet resources all concerning the adequate set variable of the investigation.

The structured questionnaire and interview were divided into sections encompassing the major objectives and problem statements of the study to further explained the phenomenon understudied. Based on these instruments of research, the causal-effects and implications of the consumers' perspective on the types of bonds that existed in FMCG markets and the role of bonds in the development of brand loyalty were thus empirically analyzed.

The social sampling technique used in this research was a simple random sampling method. Each individual is chosen entirely by chance and each member of the population had an equal chance, or probability of being included in the sample.

3.5 RESEARCH INSTRUMENTS

As part of data collection to answer the research questions of the study, research instruments were the tools employed to effectively describe the process of categorizing and grouping aspects of the population in order to elicit accurate responses, numerically quantify them to answer the problem of the study. Kumekpor (2002). Observation, interview and questionnaire were the research instruments used to score data towards effectively achieving research objectives.

3.5.1 Observation, Interview and Questionnaire

A major contributing factor towards studying variables under the research investigation was the use of direct observation as a research instrument. Kumekpor (2002). The general observation of trends and some business transactions showed the behavior and attributes of the problem under study. The variables in these indicators were valuable criteria in the conduct of the research questions and problem statement.

The conduct and administration of the research study was to use Interviews and Questionnaires in a structured way to elicit accurate, reliable, valid, and consistent findings. Reliability of a research refers to the extent to which data collection techniques or analysis procedures yield consistent findings.

The interview was designed in a way to enable the researcher use the response after a careful design, development and administration. The questionnaire was grouped in order of main research objectives and conduct of the problem. The criterion for the selection of answers to these categories depended on the respondents' background understanding of the determinants variable.

The questionnaires were distributed to respondents by the researcher over a period of six days and were collected almost immediately. A face-to-face interview was conducted to elicit supporting data from experts within the industry. Personal interviews schedules were strictly simple and had similar basis with the structured questionnaire. The questionnaire and interview items were in the form of 2% open-ended and 98% of closed-ended questions. Underpinning a research design was the issue credibility of the research findings and the relatedness was the deployment of reliable questionnaire and interview. Sharp et al. (2002).

3.6 MODE OF RESEARCH ANALYSIS

The data was descriptive and explained the fundamentals of the research variables set within the empirical investigation of social research. Analyses of data collected were expressed most quantitatively, using Microsoft Excel program, as well as SPSS. Statistical techniques such as frequency distribution tables and pie chart were the primary visual forms of research communication that further described the research variables under study. Conclusions were thus drawn upon analysis of these relevant variables inherent in the problem statement as: in what ways would strategies be implemented to maintain brand loyalty for the fast moving consumer goods product despite a fierce market competition?

A comparison of these variables hence proved valid for the conduct and administration of the research study.

CHAPTER FOUR

ANALYSIS OF DATA RESULTS

4.0 INTRODUCTION

This Chapter discussed findings and analyzed results on the thematic problem of study. It was in this light that the hypothetical solution was determined according to the set objectives of investigation. The chapter approach to study summarized, formed conclusions and made recommendation on the essential method, design and procedure to the thesis. The study therefore focused on the cause and implication of the impact of brand loyalty on fast moving consumer goods market in the Kumasi metropolis.

The chapter presented related heading such as background analysis, to specifics as relating to the research goals and demands. Some subheadings introduced followed in order of these goals and demands for presenting graphical, written and other forms of expression and communication. These were used to expound the variables of the study for factual reporting and hence, these resultant findings.

4.1 DISCUSSION ON FINDINGS

The study segmented the process of research into three categories to streamline and effectively employ the research instruments. The questionnaire therefore was divided into three parts. The targeted variables set within the objectives, problem statement and research questions were thus studied comprehensively. The first category of questions – The FMCG industry and Markets; this category highlighted on the product, service, and the organization citing some examples of companies. All persons contacted from representative sample size indicated enough response on

the nature consumables like food and dairy products, multinational companies like Nestle and Unilever using huge distribution networks. Respondents' generally acknowledge the positive and immediate impact of FMCG markets but were quick to point out that not all companies or markets can identify with FMCG.

The second category of research study using the questionnaire and interview - Brands and Loyalty with FMCG markets; variables and factors of FMCG markets were equated to, as research instruments presented positive results to the study. For example, factors that drive brand loyalty for FMCG markets were divided into 5 options for which most choices were high for value, and image, though satisfaction and service on the part of the customer were also determinant factors. Respondents' were of the opinion that the sustainable FMCG markets was associated with a brand name and when poorly utilized prompted a switch by the customer to another label. A label like this could even be private and non-competitive whose attribute could impact negatively in the long term for highly established ones. The price of the product and service inefficiency was the close determining factors for a prompted the switch.

The final category was indicative of the effects and implications of FMCG brands. It sample respondents' view by exploring the related information inherent in the structured questionnaire, for example. The design and development of the research instruments were observed to elicit respondents' opinions on, for example, the price with quality, branding with experience, all to identify the needs of the customer. A satisfied customer base, as indicated from respondents, reduces uncertainty and risk deploying FMCG markets.

4.2 FMCG INDUSTRY AND MARKETS

The clients of FMCG markets who fall within categories of the self-employed, persons in trading and business as well as customer are the users of the products herein. Users of such services and products are universal for such consumables which are regularly being used. Below in Table 1 is the summation for understanding the affected demographics. The impact of brand loyalty was the problem in this investigation as a causal variable and related the phenomenon of under study. This problem was significant to the results of the study in that it compared the research determinant variables to quantitative numerical quantities of the study instruments.
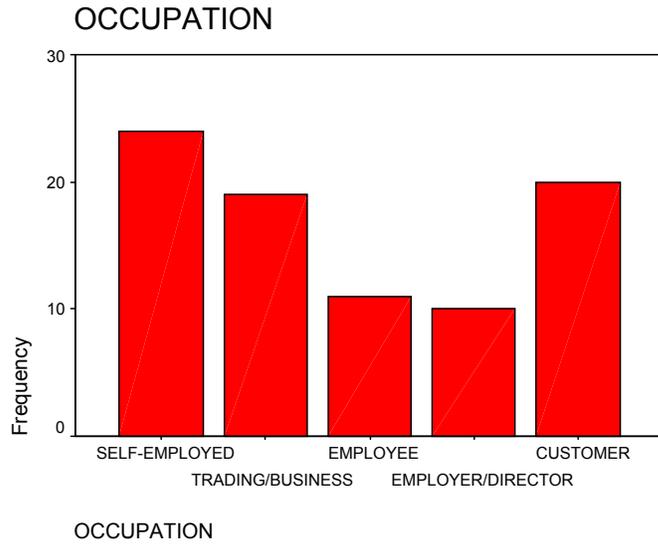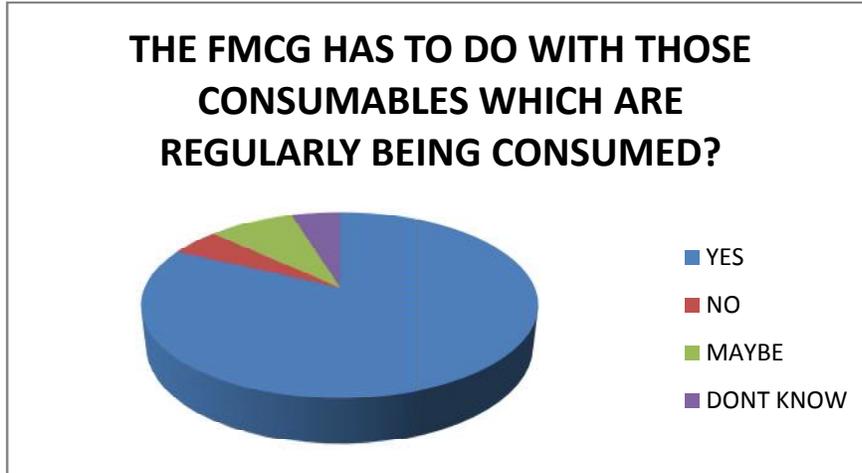
Table 1

Fig. 1

OCCUPATION

Table 2

THE FMCG HAS TO DO WITH THOSE

CONSUMABLES WHICH ARE REGULARLY

BEING CONSUMED?

		Frequency	Percent
Valid	YES	69	82
	NO	4	5
	MAYBE	7	8
	DONT KNOW	4	5
	Total	84	100

Fig. 2

THE FMCG HAS TO DO WITH THOSE CONSUMABLES WHICH ARE REGULARLY BEING CONSUMED?

- YES
- NO
- MAYBE
- DONT KNOW

Data source: Researchers' work

The respondents rightly discovered a problem was to inform the researchers on the basic consumables which were regularly being consumed by the target audience. The primary objective of the study was to explore why loyalty develops in fast moving consumer good (FMCG) markets from the consumers' perspective. This was seen as a result of the dependence of these targeted audiences on the performance of their daily activities. Some customers even identified pharmaceutical products, paper products, and even telecom cards or phone credit cards. The essence was to entice consumers to continue to purchasing the brand. It was noted that organisations creates and maintains loyalty among consumers towards its brand by practicing conditional advertising too.
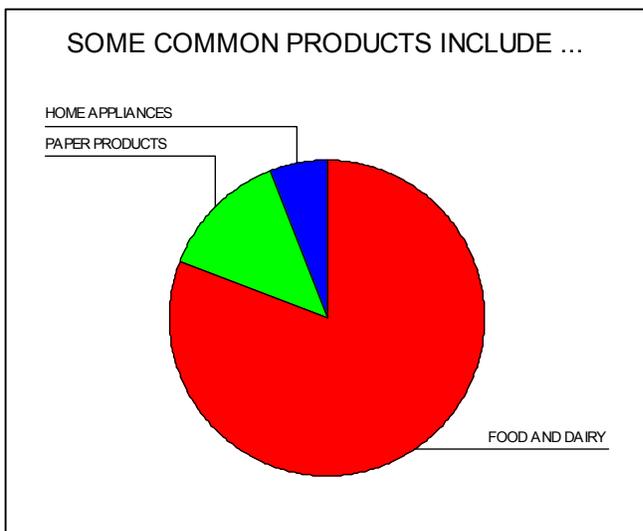
The table and figure below show some common FMCG products normally known and easily identified by the categories of clients within the questionnaire. Figure 6 and table both showed the range of common and easily identified organization companies all over the world as Nestle,

Unilever, and Procter & Gamble. 88% of respondents realized and identified the entire category of options displayed within the question.

Table 2

SOME COMMON PRODUCTS INCLUDE ...

		Frequency	Percent
Valid	FOOD AND DAIRY	68	81
	PAPER PRODUCTS	11	13
	HOME APPLIANCES	5	6
	Total	84	100

Fig. 2

SOME COMMON PRODUCTS INCLUDE ...

HOME APPLIANCES
PAPER PRODUCTS
FOOD AND DAIRY
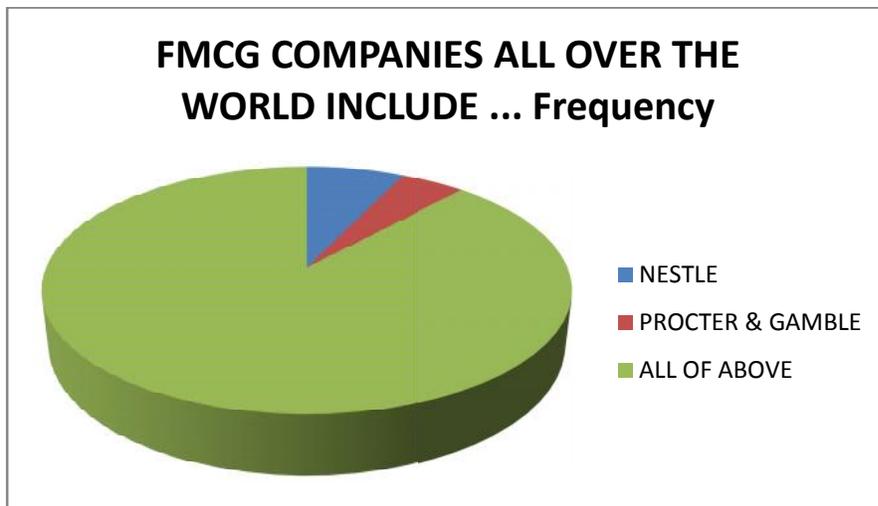
Data source: Researchers' work

The research found find out what strategies an organization could implement to achieve and sustain loyalty from current and prospective consumers towards its brand in a highly competitive, FMCG market. One such strategy was the use of conditional advertising on television shows and other electronic media, including some print media.). In the FMCG market, sustainable growth can only be achieved by companies that are successful in creating good, trusted brands. In order to distinguish its brand, an organization needs to be innovative. In this way imaginative organisations can rewrite industry rules and create new features for themselves. (Wileman & Jary, 1997).

Table 5 and figure 5 below shows the highly competitive nature of the terrain within the FMCG markets. It indicates the main reason for such compelling competitiveness as adopting an efficient distributing network towards providing services and products to the end user. 65% of respondents indicated efficient distributing factor an essential attribute, though 35% or remaining respondents opted for a low operation cost as the main factor. Product differentiation is the bedrock upon which consumers use to claim their difference, demonstrate their originality and express their personality through their brand choices. Comparatively, the two factors make the two most important attributes for the success of FMCG markets. Branding can be seen as a powerful tool to secure a competitive advantage (Keller, 1998).

Table 4

FMCG COMPANIES ALL OVER THE WORLD INCLUDE ...

		Frequency	Percent
Valid	NESTLE	6	7
	PROCTER & GAMBLE	4	5
	ALL OF ABOVE	74	88
	Total	84	100

Fig. 4

Data source: Researchers' work

Table 5

FACTORS THAT MADE THE FMCG INDUSTRY HIGHLY COMPETITIVE ARE ...

		Frequency	Percent
Valid	LOW OPERATIVE COST	29	35
	DISTRIBUTION NETWORKS	55	65
	Total	84	100

Fig. 5
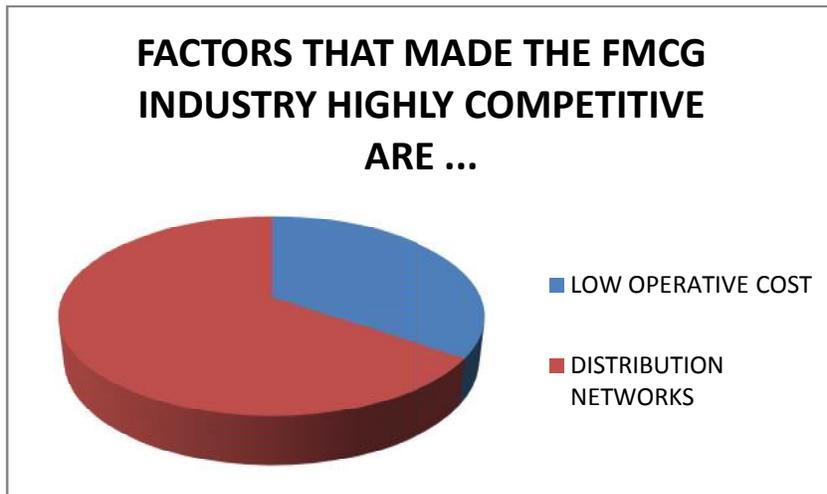
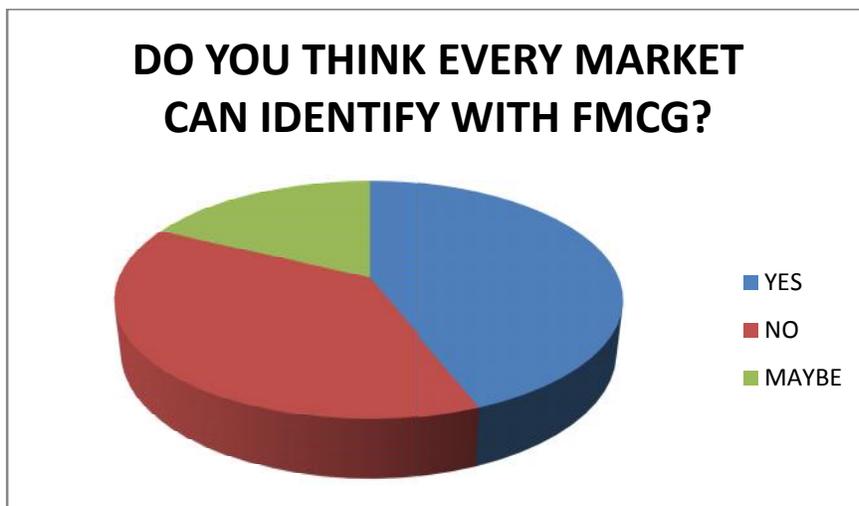Data source: Researchers' work

Table 6 below, however, demonstrated the fact that not all organizations can well identify with FMCG markets today. For example, respondents did not think that some companies can just entice and create innovative channels for repeated sales and purchases only by adopting low

operating prices and efficient distribution channels. Neither were organizations solely dependent on conditional advertising on television or electronic and print media.

Table 6

DO YOU THINK EVERY MARKET CAN IDENTIFY WITH FMCG?

		Frequency	Percent	Cumulative Percent
Valid	YES	37	44	44
	NO	32	38	82
	MAYBE	15	18	100
	Total	84	100	

Fig. 6

DO YOU THINK EVERY MARKET CAN IDENTIFY WITH FMCG?

YES
NO
MAYBE

Data source: Researchers' work
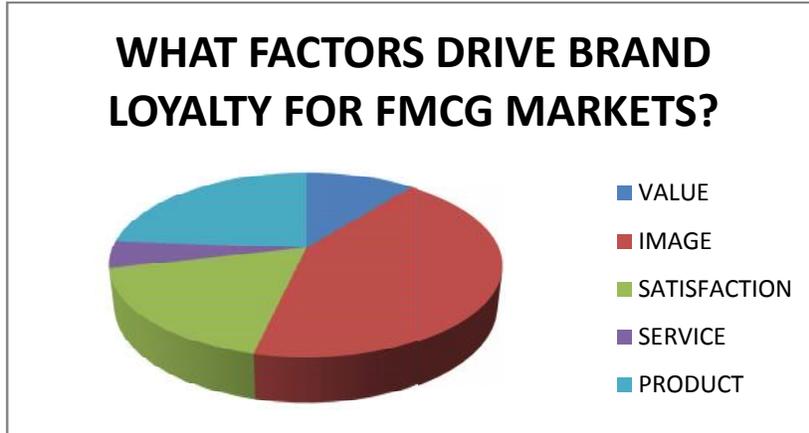
4.3 BRANDS AND LOYALTY WITH FMCG MARKETS

The causal-effects of embarking on empirical research study into brand loyalty associated with FMCG market were the determinant variables for the research investigation. There exist factors and variables that, for example, drive brand loyalty for the FMCG markets and industry. These factors that drive brand loyalty for FMCG markets include value, image, satisfaction, service/product and sometimes warranty.

44% of respondents within the sample size choose the main factor that drive brand loyalty as image over value gained through product and service branding. Brand is an important but intangible asset for the organization. Leading organisations know that brands are more than just products: brands are also an indication of what the organisation does and, more importantly, what the organisation is. Usually brands are why an organisation exists; not the other way round (Davis, 2000).

Table 7

		Frequency	Percent	Cumulative Percent
WHAT FACTORS DRIVE BRAND LOYALTY FOR FMCG MARKETS?				
Valid	VALUE	9	11	11
	IMAGE	36	43	54
	SATISFACTION	15	18	71
	SERVICE	4	5	76
	PRODUCT	20	24	100
	Total	84	100	

Fig. 7

WHAT FACTORS DRIVE BRAND LOYALTY FOR FMCG MARKETS?

- VALUE
- IMAGE
- SATISFACTION
- SERVICE
- PRODUCT

Data source: Researchers' work

The research study through the data collection instruments, identified the highly sensitive nature of the markets for FMCG. A consumer would switch to even a private label depending 70% of the times on prices alone. Figure 8 was quick to demonstrate this scenario for study.

Table 8

WHY WOULD A CONSUMER SWITCH FROM ONE FMCG TO ANOTHER?		Frequency	Percent	Cumulative Percent
Valid	INEFFICIENCY	13	15	15
	PRICES	59	70	86
	PRODUCT	12	14	100
	Total	84	100	

Fig. 8
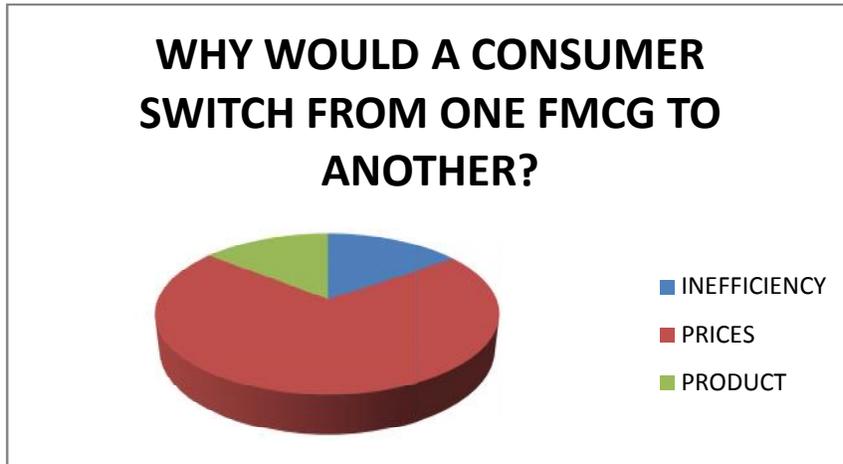
Data source: Researchers' work

Table 9

WOULD YOU RECOMMEND CREATION AND MAINTENANCE

OF BRAND LOYALTY AT YOUR ORGANISATION?

		Frequency	Percent	Cumulative Percent
Valid	YES	65	77	77
	NO	8	10	87
	MAYBE	5	6	93
	DONT KNOW	6	7	100
	Total	84	100	

The need for recommendation of a brand to another was a positive finding from the data collected. A satisfied customer owes it a duty, a moral one, to relay a delightful experience to another client for a possible purchase.

That is, the brand's attributes can be evaluated by visual inspection (for example size, colour, style and ingredient composition). Qualities noticed uniquely by experience, thus after buying. Actual brand trial and experience is necessary (for example service quality, safety, and ease of handling). Kapferer (1999).

Table 10

DO YOU THINK THE INCREASING COMPETITIVENESS WITHIN THE FMCG MARKET COMPELS...

		Frequency	Percent	Cumulative Percent
Valid	COMPETITION	10	12	12
	SATISFACTION	51	61	73
	NEEDS	5	6	79
	STRATEGY	18	21	100
	Total	84	100	

Oliver (1997) argues that loyalty to the brand in this stage is therefore based on the brand's attribute performance levels and the available information about the brand. This loyalty is, however, of a very shallow nature and applies mostly to transactions of a routine nature, for example, utility provision trash pick-up. During these routine transactions satisfaction is hardly ever processed and the depth of loyalty is no deeper than mere performance.

The above table indicates the importance attached to level of satisfaction by the consumer even in times of competitiveness within the FMCG markets. 51% of respondents were certain on this attribute and performance of customer satisfaction first, which is based on his needs. If satisfaction is processed, it becomes part of the consumer's experience and begins to take on an effective overtone.

4.4 EFFECTS AND IMPLICATIONS OF FMCG

The greatest innovation for FMCG markets was, according to the study, the creation of conditional advertising. Conditional advertising was the repeated process of showing varying and different adverts of similar message to promote a product or service on television and using other electronic media. This was a way to continuously remind the customer of the value associated in the brand. This tendency was what crafted the brand loyalty, an insatiable experience and delight to make purchase and buying decision, thus recommend for similar treatment.

The emphasis on organization policy and program to make the customer know about the products and services was key in the effectiveness of the communication process. A marketing strategy to encompass marketing mixes, integrated marketing communications and customer relationship management laid the necessary foundation towards guiding the consumer to repeatedly make buying decisions.

Table 11

LEADER IN PRICE AND QUALITY ENSURES HIGHEST

CONSUMER PATRONAGE-

		Frequency	Percent	Cumulative Percent
Valid	YES	65	77	77
	NO	10	12	89
	MAYBE	9	11	100
	Total	84	100	

Respondents were quick to point out that leader in both price and quality earned their respect in terms of sales and profit benefits. 77% of respondents believed competitive pricing and quality caused consumers to maintain brand and hence band loyalty.
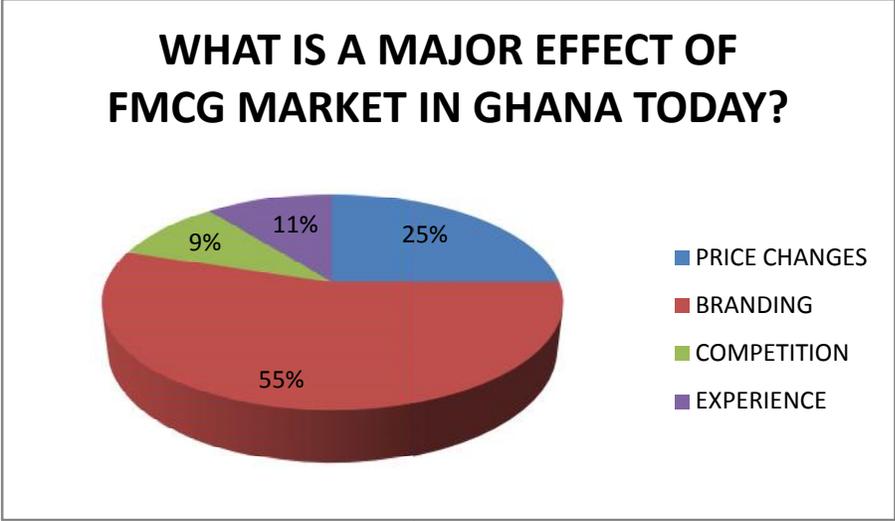
Fig. 11
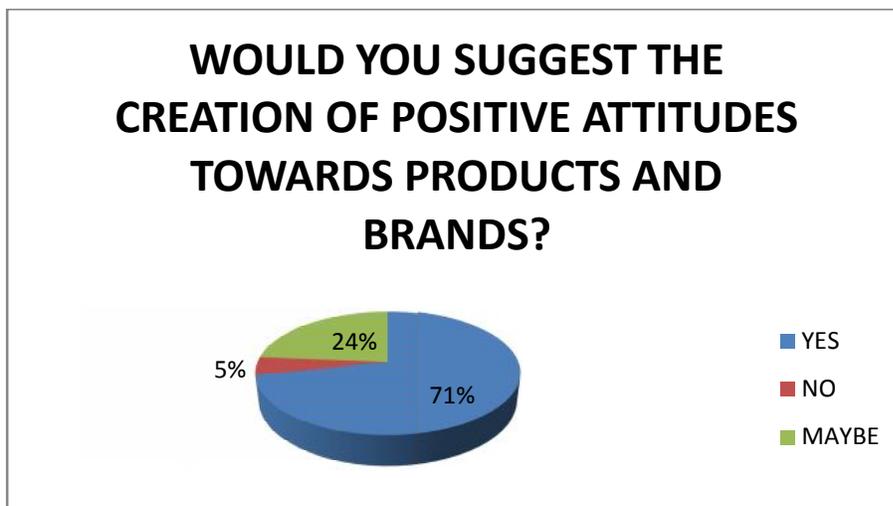
Data source: Researchers' work

Business performance and corporate profitability was entrenched in positive approaches and attitudes towards products and brands. Positive attitudes built on trust come from long term relationship with the customer. This process becomes a way to maintain a customer over the entire duration and life for immerse benefits. Respondents made a 71% choice in this wise.

Fig. 12

WHAT IS A MAJOR EFFECT OF FMCG MARKET IN GHANA TODAY?

- PRICE CHANGES 25%
- BRANDING 55%
- COMPETITION 9%
- EXPERIENCE 11%

Data source: Researchers' work

As part of the nature of effects and implications, the study was of the view that the prime impact of brand loyalty was inherent in a factor like strategic communication adopted and deployed at the organization. This was the determinant variable for ensuring the branding process. The above indicator, 55%, highlighted the level of influence associated with branding for the organization's benefit, growth and development.
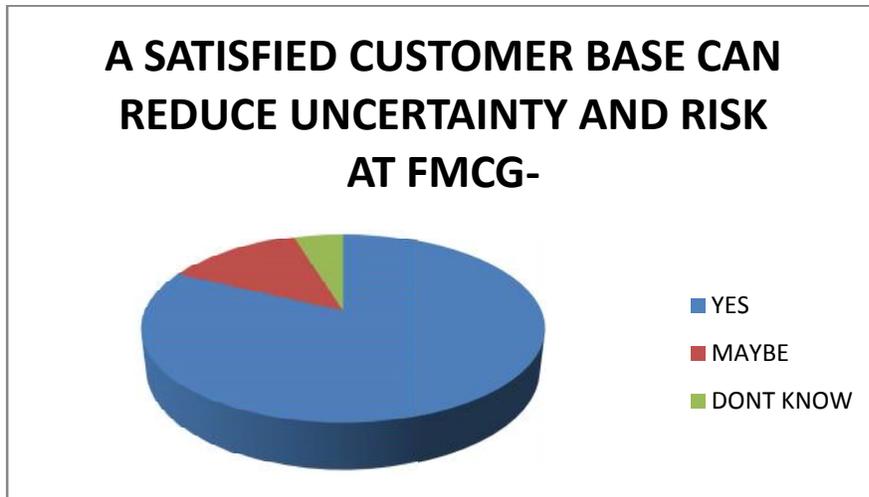
Table 12

A SATISFIED CUSTOMER BASE CAN REDUCE UNCERTAINTY

AND RISK AT FMCG-

		Frequency	Percent	Cumulative Percent
Valid	YES	69	82	82
	MAYBE	11	13	95
	DONT KNOW	4	5	100
	Total	84	100	

Fig. 13

Data source: Researchers' work

The above chart further highlighted the finding that a satisfied customer base was the bottom line towards ensuring growth and advancement for the organization. a satisfied customer base reduces uncertainty and risk at the FMCG markets.

4.5 ANALYSIS OF RESULTS

The research investigations were conducted to ascertain the nature of brand loyalty within the FMCG markets in the Kumasi metropolis of the Ashanti Region. The causal-effects, implications and the benefits associated with the impact of brand loyalty on the conduct of fast moving consumer goods, according to the study, imposed a strategic communication approach for adoption by the organisation. The study established the process towards effectively describing the determinant variables of the research investigation. These communication strategies identified some commonalities between the variables describing the empirical study: that for effective branding deployed communication mixes to keep reminding the consumer of products and services of the FMCG markets and industry. Respondents attributed the deployment of efficient customer relationship management as well as effective integrated marketing communication strategies.

The results found that the FMCG market and industry were highly competitive, depending on a low operational cost and also largely dependent on a distribution network for the products and services. Keeping track of the consumers' attitudes towards the brand was a process to provide vital feed back to FMCG markets. Respondents were of the view that competitive prices (low operational cost) and consistent quality of FMCG products and services had major implications impacting on brand loyalty.

Respondents agreed that brand loyalty was a measure of methods allocated to effective monitor and evaluate the conduct and administration of these distribution networks. Respondents were of

the view that production quantities and market share if effectively exploited ensured increased benefits and corporate profitability.

The quantitative research study found out that the FMCG markets and organisations strategically defined both short and long term production volumes along with their market share. Respondents agreed that consumers understanding of this meant brand loyalty hence increased in volumes of sales for FMCG market using market penetration strategies. Long term strategies were thus defined using effective promotional campaigns and other integrated marketing communication approaches.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATION

5.0 INTRODUCTION

The empirical research study aimed at presenting a research finding and result on the impact of brand loyalty on performance of the FMCG markets. The determinant variables of causal-effects of the study were investigated to find out respondents opinion on the major objectives of the study. The primary objective of the study was to explore why loyalty developed in FMCG markets from the consumers' perspective was the determining and sustaining factor high volume sales within the industry. The study, therefore, focused on communication strategies that were integrated to effectively influence the impact of brand loyalty of FMCG markets.

The final chapter, therefore explored the results and findings presented in the previous chapter by presenting a summary and conclusion of the study. It described the totality of the key attributes and variables of the study toward answering the research questions, research objectives and problem statement. Recommendations were given in this section, as well as options or indicators for further study on the research title or theme.

5.1 SUMMARY OF STUDY

The study introduced the research investigation by setting out the modalities, scope, and terms of reference for understudying the empirical study. It define the research objectives by expounding on the research questions, hence described the hypothesis of study. A problem statement for

embarking on the research study further established the empirical research study for on the impact of brand loyalty on the performance of FMCG markets within the industry.

The Literature review relevant data and studies documented in the field of brand loyalty and FMCG markets as determinant variables in the thematic area of the study. Most of these written materials formed the basic understanding of the data collected on FMCG markets. The secondary data was the defining point for establishing the facts under the research investigation.

Then the procedure, design and methodology used by the researchers to the conduct and administration of the study were deployed. This was developed to conceptualize the causal-effects and implications of FMCG markets. The research design and methodology was the general plan to answer the research questions. A quantitative approach to the study depended on effective research instruments to efficiently describe the exploratory process of the study. it was still prudent to conduct a survey using the simple random sampling technique to assess respondents opinions, hence the collection of primary date upon which the research depended. With a relative sample size of 84, the main research instrument used was the questionnaire and interview. Conclusions on these were drawn by analyzing data using SPSS, and Microsoft Excel. Results presented were generally through discussion of findings – as demanded from the problem statement, research objectives and research questions. Visually supported communications using graphs, charts and tables further streamlined all results presentations and findings of the study. Description of facts and data were best enabled through the use of these tables and figures.

5.2 CONCLUSION

Increasing competition within the local Ghanaian FMCG markets has made the traditional price and quality producing leadership in an industry as too little. It is no longer enough to depend on these attributes for leadership in products and services. Organizations that realized the importance of product branding as a valuable asset towards providing substantial returns on investment in the long run highly set their objectives right. Organisations can experience exponential growth if they recognise the true value of brands and capitalize on that by creating good, trusted brands.

The study indicated a level of management involvement in first and foremost defining the brands for FMCG markets, and then identifying which ones are strong brands within the industry. The measure of branding was seen to be dependent on communication strategies for deploying conditional advertising and promotional campaign to create a general awareness of FMCG products and services. The consumer expects the FMCG markets to provide their expectations from needs assessment carried across by the organization.

The study found out that the maintenance of FMCG market was connected to the methods for building and crafting brand loyalty. In order to survive in such an environment, organisations need to proactively formulate and adopt strategies that will enable them to establish a strong base of customers that are loyal towards the organisation's brand.

The main focus of the research study aimed at establishing the strength and weaknesses of the impact of brand loyalty and the bonds existing between consumers of FMCG products and services through the distribution channels like wholesalers, and retailers. The factors that create consumer loyalty were closely associated with the short to long term planning of the FMCG markets. Building brand loyalty is not a simple process and organisations should realise that it is a long-term process with many facets.

Another such objective of the study was to describe the variables that build brand for customer experience. The study realized that corporate and organization attitude was a determinant attribute that contributed to the process of building brand and creating bond for increased sales volumes, hence profitability.

The knowledge gained from the research enabled the researcher to draw conclusions on what strategies organisations operating within the highly competitive FMCG market could implement to create and maintain loyalty towards its brands.

5.3 RECOMMENDATION

Based on the research findings discussed and analyzed on the impact of brand loyalty on the performance of FMCG markets, the researcher would like to recommend the following suggestions for possible adoption and usage:

That conduct and administration of corporate organization within the FMCG markets should continuously stream line their communication strategies to effectively integrate consumer relationship on creating and maintaining brands.

The need to use information system technologies and marketing surveys to determine the levels of consumer loyalty within the FMCG markets would provide adequate competitive advantage for establishing brand loyalty.

It is not a simple matter these days for the FMCG markets. Planning on FMCG products and services must not only be in the short term. It becomes most expedient to rather plan for the long term as FMCG markets thrive on that to build its brand and hence brand loyalty.

FMCG markets depend on management policy at using programs within the print and electronic media for crafting the awareness of products to the consumer.

5.4 SUGGESTION FOR FURTHER RESEARCH

Due to constraints stemming from time, duration and resources, the researchers were not in the position of extending the research scope of study to cover data on bonds that existed on FMCG markets for which brand loyalty often depended.

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APPENDIX I

QUESTIONNAIRE

As a requirement for the award of a degree, this research data collection process is to elicit respondents'' opinion on the theme of the topic. It is confidential and only for academic purposes.

Please tick and answer as appropriate.

Topic:

THE IMPACT OF BRAND LOYALTY WITHIN THE FAST MOVING CONSUMER GOODS (FMCG) MARKETS IN GHANA.

PART ONE: Basic Information

  A. Gender: 1. Male ☐ 2. Female ☐

  B. Age: 1. 18-20 ☐   2. 21-30 ☐   3. 31-45 ☐   4. 41-65 ☐

  C. Occupation: 1. Self-employed ☐ 2. Trading/business ☐ 3. Employee ☐
       4. Employer/Dir. ☐   5. Student ☐

PART TWO: FMCG industry and Markets

  D. The Fast Moving Consumer Goods has to do with those consumables which are regularly being consumed?
    1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐

  E. Some common FMCG products include…,
    1. Food and dairy ☐ 2. Paper products ☐ 3. Laptops ☐
    4. Home appliances ☐   5. Electronics ☐

  F. FMCG companies all over the world include…? 1. Nestlé ☐   2. Coca-Cola ☐
    3. Unilever ☐   4. Procter & Gamble 5. All of above ☐

G. Factors that made the FMCG industry highly competitive are …

1. Low operational cost ☐   2. Distribution networks ☐   3. High prices ☐

H. Do you think every market can identify with FMCG?

1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐

PART THREE: Brands and Loyalty with FMCG markets

I. What factors drive brand loyalty for FMCG markets?

1. Value ☐   2. Image ☐   3. Satisfaction ☐   4. Service ☐   5. All of above ☐

J. Why would a consumer switch from one FMCG to another?

1. Inefficiency ☐   2. Prices ☐   3. Service ☐   4. Product ☐

K. Would you recommend creation and maintenance of brand loyalty at your organization?

1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐

L. Why would a consumer switch from one FMCG to another?

1. Inefficiency ☐   2. Prices ☐   3. Recession ☐   4. Stability ☐

PART FOUR: EFFECTS and IMPLICATIONS of FMCG brands

M. Leader in price and quality ensures highest consumer patronage-
1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐

N. What is a major effect of FMCG market in Ghana today?

1. Price changes ☐   2. Branding ☐   3. Competition ☐   4. Experience ☐

O. Would you suggest the creation of positive attitudes towards products and brands?

1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐

P. A satisfied consumer base can reduce uncertainty and risk at FMCG-

1. Yes ☐   2. No ☐   3. Maybe ☐   4. Don't know ☐