

**GHANA INSTITUTE OF JOURNALISM**  
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**FACULTY OF PUBLIC RELATIONS, MARKETING AND ADVERTISING**

**CONTRIBUTION OF CORPORATE BRANDING TO ORGANIZATIONAL  
SUCCESS: A CASE STUDY OF GHANA TECHNOLOGY UNIVERSITY COLLEGE**

**BY**

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**OCTOBER, 2020.**

**STUDENT'S DECLARATION**

I do hereby declare that the work presented is the result of my own effort, original research and findings and that no part of it has been presented for another degree or diploma in this University or elsewhere. All references to other people's work have been duly acknowledged. I am therefore to be held responsible for any error that might be detected in this project work.

**(Candidate's signature)**

**DATE**

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....., **SEPTEMBER, 2020**

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**SUPERVISOR'S DECLARATION**

I hereby declare that the preparation of this long essay was supervised in accordance with the guidelines for the supervision of long essays as laid down by the Ghana Institute of Journalism.

**(Supervisor's signature)**

**DATE**

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....., **SEPTEMBER, 2020**

**DR. ALBERT ADJEI ANANI BOSSMAN**

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## **DEDICATION**

To the soul of my mother who died recently without seeing me achieve what she always wished for me. Mummy, I believe you are watching the result from heaven. May your soul continue to rest in peace. Also, to my beloved father who always encourages me. Daddy, this is for you.

## **ABSTRACT**

The study examined the contribution of corporate branding to organizational success using Ghana Technology University College as a case. This desk study used secondary data which was analysed using documentary analysis. Findings from literature showed that the branding strategies used by institutions of higher education were emotional method, updating the curriculum, and incorporating the community aspect into their messaging. Also, it emerged from the review that brand awareness and brand identity were what the universities used. Further, it emerged that branding and organizational performance were significantly and positively correlated. Consequently, the recommendation is that tertiary institutions must improve upon their branding activities while strengthening their customer service activities in order to maximize organizational performance.

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# **CHAPTER ONE**

## **INTRODUCTION**

In this introductory chapter, the researcher justified the need for this study by outlining the background, the statement of the problem, objectives, research questions, and significance of the study.

### **Background of the Study**

Globalization is one of the most significant and rapid changes in recent decades (Tsui, 2007). This feature of globalization is affecting higher education such as universities which are, to a greater extent, now competing due to the similar services they offer. Melewar and Akel (2005) assert that, education has become a service that can be marketed to customers worldwide. Previously, universities lived in a protective world in the sense that, there was not really competition but a few big universities (Abratt & Kleyn, 2011). There were less places at a university than there is today, thus demand was higher than supply. In Ghana for instance, the University of Ghana have had a rather inactive approach towards student recruitment. The reason is that, it was the only university in Ghana, and the demand for it exceeded the supply. In fact, not much was done in terms of advertising or marketing their programmes since student demand exceeded the amount available places at the university.

In recent times, competition among universities has risen in Ghana because of three major changes to the “traditional” university environment. The first change is as a result of a wide variety of colleges and educational institutions now offering accredited or franchised university degree courses. The second change has to do with the fact that, former polytechnics were given university status which has also reduced the number of applicants to the traditional universities. Finally, the impact of technology has made it possible to offer online courses and services

(Anabila & Awunyo-Vitor, 2014). In all, the increasing numbers of institutions offering degree courses have contributed to a drastic decrease of student's university applications.

Evidence abound that universities today now compete among themselves to exist (Asree, Zain, & Razalli, 2010). This means that, a university today no longer is supposed to be recognised only as an institution of higher learning to attract students. Instead, it could be viewed upon in a business-like manner. As a result of less student application and increased competition, academic institutions in Ghana are now marketing themselves more vigorously to be able to increase their market share. A growing competition between higher educational institutions therefore intensifies the requirement for universities comprehending, influencing and managing a clear brand position (Celly & Knepper, 2010).

There is no single organization in the world today which has thrived to its pinnacle performance levels without a comprehensive marketing plan (Dillman, Smyth & Christian, 2014). Integrating the process of marketing within organizational activities provides competitive advantage and profitability in the long run. It is however interesting to note that, branding is a major factor of marketing performance (Hills, Hultman, & Miles, 2008; Wong & Merrilees, 2008). Integration of firm's marketing is crucial to build strong brands (Hoeffler & Keller, 2003).

In order to understand the different components which are important to build a successful university brand, one first needs to understand the foundation of branding. According to Nandan (2005), in relation to consumers, a brand is "an intangible asset that can build shareholder value". Doyle (2001) in the same vein defines it as 'a specific name, symbol or design – or, more usually, some combination of these – which is used to distinguish a particular seller's product'. Thus, a brand is the foundation on which consumers are able to classify and build a relationship with a product or service (Weibacher, 1995). Furthermore, a brand is a restricted ownership by a firm, which a customer encounters, connects with, and forms

relationships with to perceive value (Brakus, Schmitt & Zarantonello, 2009). Corporate branding is a part of a company's general marketing approach, which presents a firm's core values, personality, and mission in each contact customer have with the brand (Sisk, 2019).

In many businesses and organizations, branding is an instrument that passes on item advantages to clients as names or images to which interesting and persuading affiliations are appended. Aside from the many-sided quality of the items, the part of branding in academic institutions is imperative and complex because of the official assignment in the item's profile (Lim et al., 2010). From customer's point of view, a branded product makes choice easier. In the absence of branding, customers would have to go through the tedious task of having to assess different categories of products in times of shopping (Dillman, Smyth & Christian, 2014). They could not have been fully convinced of the desired products they are purchasing. A branded product ensures that there is accuracy when searching and selecting product and also helps in its evaluation. Consumers are known to willingly adopt new products of popular brands. Branding also promotes the status and name of the company (Aten, 2011).

Branding for universities can be expected to differ from commercial branding since unlike a company, universities faces unique challenges related to their brand architecture, internal challenges and the various needs of its stakeholders (Rauschnabel, 2016). Hemsley-Brown and Oplatka (2006) arrive at the conclusion that there have been several studies investigating image and reputation, yet the concept of branding has not really succeeded in higher education marketing. It is against this backdrop that, this study seeks to examine the contributions of corporate branding to the successes of Ghana Technology University College.

### **Statement of the Problem**

As the market of higher educational institutes grows more competitive, using brand management to establish and uphold a positive brand image is of utter importance

(Rauschnabel, 2016). An examination of the literature on corporate branding suggests that the concentration of most prior studies on branding have been from the perspective of the customers or on the organisational perspective without a study on branding from both perspectives. Whiles some authors such as Hemsley-Brown (2006) and Rauschnabel (2016) have conducted research on university branding from the student perspective, others studies such as Melewar and Akel (2005), Hemsley-Brown and Oplatka (2006), and Sjögren and Trautmann (2019) conducted research on university branding from the perspective of the institution or organisation. This creates a knowledge gap that requires an examination since there has not been any study from both perspectives.

Branding for universities can be expected to differ from commercial branding since unlike a company, universities faces unique challenges related to their brand architecture, internal challenges and the various needs of its stakeholders (Rauschnabel, 2016). Hemsley-Brown and Oplatka (2006) arrive at the conclusion that there have been several studies investigating image and reputation, yet the concept of branding has not really succeeded in higher education marketing. It is therefore imperative to explore the concept of branding within higher educational institutes.

In addition to the above, few empirical studies exist on the contribution of corporate branding to the success of higher educational institutions since little research has been conducted in this area. These situations produce grey areas that require an enquiry. As such, it is worthy to examine the contribution of corporate branding to organisational success using Ghana Technology University College as a case study.

### **Research Objectives**

The general objective of this study was to examine the contribution of corporate branding to organisational success using Ghana Technology University College as a case study.

Specifically, the study was to:

1. Identify the branding strategies of the Ghana Technology University College;
2. Assess the branding strategies vis-à-vis the perceived brand by the institutions' customers;
3. Assess the effect of branding on the institution's success in the area of customer acquisition; and
4. Make recommendations to increasing the institution's success through corporate branding.

### **Research Questions**

The following research question guided the study.

1. What is the branding strategy of Ghana Technology University College?
2. What is the relationship between how the university wants to portray the institution through branding and how the brand is perceived by customers?
3. What are the effects of branding on the institution's success?

### **Significance of the Study**

The study will contribute to existing knowledge and literature on corporate branding. It will inform organizations and higher educational institutions on branding theory in order to be competitive. This research will serve as a source of reference to students, academics, and researchers in future research. The outcomes of the study will be a useful source to policy makers dealing with corporate branding.

The study will be of importance to companies as it would provide them with information to evaluate whether the branding strategies being adopted has an impact on organizational

success. It will provide ideas on adopting and improving their customer service strategies in order to improve its organizational goals.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **Introduction**

In this chapter, the theoretical and conceptual issues underpinning the study are discussed. Various theories and concepts as well as issues arising from cooperate branding were discussed. The chapter also captured empirical studies that are associated with this study.

#### **Theoretical Review**

The importance of a theoretical framework in research cannot be overemphasised. The theoretical framework provides the plan for a study without which the research would not be contextualized and focused (Kumar, 2011). Lysaght (2011) notes that a theoretical framework offers the structure that supports the research rationale, the statement of the problem, the purpose, and significance of the study in addition to the basis for employing specific methods for data collection and analysis. In simple terms, it forms the basis for knowledge construction in research (Neuman, 2011).

The theoretical framework of this study is informed by identity approach and consumer-based approach branding theories. These theories laid the foundation for this study. The combination of these theories is necessary, as each one of them is insufficient in justifying the phenomena under study. They, therefore, complement each other in explaining the study.

#### **Identity approach theory**

The identity approach brings into focus the creation of a unified, visual and behavioural identity (Elliot & Percy, 2007). It is assumed that consumers attribute identity characteristics to companies and that people form images of companies based on the total experience of the company. This places the corporation and its employees at the centre of brand equity creation.

The identity approach hence adds the importance of the identity of the corporate branding to the theoretical domain of brand management (Harris, 2010).

According to Franzen and Bouwman (2001), the identity approach assumes that a strong and coherent brand identity is pivotal for brand value creation. The brand must focus on finding out 'who we are' as an organization in order to facilitate expressing one coherent identity to all stakeholders. Creating this coherent identity often has a corporate rather than a product-level focus and attention has shifted from a focus on the visual representation of product brands to a focus on how organizational behaviour affects identity, and ultimately image and reputation (Allen, Fournier & Miller, 2006).

Allen, et al (2006) argues that, the perception of the consumer in the identity approach has also evolved. In the earlier days of the identity approach it was believed that brand identity could be managed and controlled entirely by the corporation; the exchange between the brand and the consumer was perceived to be linear. Recent developments have broadened that perception, it has been acknowledged that identity is not enduring but context-dependent, which implies that identity cannot be communicated linearly but is the result of negotiation between internal and external shareholders.

The core theme of the identity approach is brand identity (Holt, 2005). Brand identity is made up of four components: organizational identity, corporate identity, image and reputation. The four supporting themes can be divided into two main categories: the internal and the external elements of brand identity. Corporate identity and organizational identity are supporting themes representing theories used for the creation and maintenance and research of brand identity internally. The two supporting themes, image and reputation, represent theories used to build, manage and research brand identity externally (Dillman, Smyth & Christian, 2014; Keller, 2005).

A strong brand identity can be the source of competitive and financial strength. However, building and managing brand identity is a complex and difficult management task. Research and management of the four supporting themes adding up to brand identity require very diverse data collection methods and a variety of skills and processes to implement in practice, because they respond to very different constituencies (Campbell & Keller, 2003). This underpins the need for a carefully planned strategy and sensitive approach when managing brand identity (Balmer & Greyser, 2003; Keller, 2003).

### **Consumer-based approach theory**

Consumer-based approach asserts that, the brand is analysed as residing in the mind of the individual consumer as a cognitive construal (Keller, 2005). The consumer has thus become the main point of interest in this approach. He or she is suddenly considered the ‘owner’ of the brand. Brand value creation takes place by moulding the brand associations held in the consumers’ minds (Muñiz, & O’Guinn, 2001; Louro & Cunha, 2001).

Understanding the consumer is hence central in this take on brand value creation; but it is important to notice that the approach implies a specific view on the consumer. The consumer is analysed by means of theories adopted from cognitive psychology and the information-processing theory of consumer choice (Souiden et al, 2006).

Customer associations paint an accurate picture of the content of brand image which also expresses a value that can be measured against that of competitors. For a brand to have high customer-based brand equity (in other words to be a strong brand), the consumer associations need to be more favourable, strong and unique than the image associated with competing brands (Vrontis & Papasolomou, 2007).

Favourability corresponds to whether the consumer’s overall brand associations are more or less favourable than those associated with competing brands. Strength of brand associations

corresponds to the way associations spread in the associative web activated by the brand as node. Strong associations appear fast and demand attention (Make the consumer pay attention to the information stored in the association.) Uniqueness of associations has to do with a brand with desirable customer-based brand equity that can also claim some unique associations. Some central associations should ideally not be shared by competing brands. Unique associations are the unique selling point of the brand (Sanyal & Datta, 2011; Soebbing et al, 2015; Tomal & Jones, 2015).

Customer-based approach is all about making the brand known to consumers, making consumers pay attention to the brand by choosing the right brand elements, and positioning the brand through consistency in brand communication. The marketer should also consider the brand a strategic corporate priority and see all marketing actions as influencing the brand in the future.

## **Conceptual Review**

### **Concept of Branding**

Since marketing is an intricate phenomenon, impacted by society, business environment, customer conduct, an institutionalized worldwide way to deal with marketing may not generally be relevant for a brand's local attractiveness (Delagneau, 2004; Moss, 2007; Schultz & de Chernatony, 2002). Moss and Schuiling (2004) notes that, in many businesses, branding is an instrument that passes on item advantages to clients as names or images to which interesting and persuading affiliations are appended. Aside from the many-sided quality of the items, the part of branding in universities is imperative and complex because of the official assignment in the item's profile, the naming, the avoidance of direct promoting of moral medications to the patients, and short item life cycles (Lim et al., 2010).

Generally, the focal points of main identity are attributes, service, user profile, store ambience and product performance. Extended identity is spun around brand identity aspects arranged into significant groups that support brand texture and completeness as well as concentrate on brand personality, relationship and strong symbol combination (Ghodeswar, 2008). A brand is a name, term, word, symbol, design, sign, shape, colour or various combinations of these factors for defining, introducing product and services of a group of seller or producer. It is also for distinguishing and differentiating product and services of a group of seller or producer from their competitors (Tek, 1999). Branding strategies as has been captured by the literature fall within the category of awareness creation, education, and information sharing

### **Importance of Branding**

A branded product makes choice easier from customer's point of view (Anabila & Awunyo-Vitor, 2014). In the absence of branding, customers would have to go through the tedious task of having to assess different categories of products in times of shopping. They could not have been fully convinced of the desired products they are purchasing. A branded product ensures that there is accuracy when searching and selecting product and also helps in its evaluation. When companies have strong brand, they have the privilege of charging higher prices even when facing stiff competition. Noting the increasing understanding of branding as a means of creating competitive advantage by providing intangible and tangible benefits, more organizations are expected to embrace the benefits that branding brings (Anabila & Awunyo-Vitor, 2014).

When a product is branded, it identifies the company that produced the products and thereby reducing the risk associated with after purchase dissatisfaction. Branding is very important as it aids in targeting new markets when brand extension strategies are used. When brands are extended several markets are reached. It also helps in the introduction of new product lines.

Consumers are known to willingly adopt new products of popular brands. Branding also promotes the status and name of the company.

### **Corporate Branding**

Corporate branding is a holistic brand management approach adopted by firms to craft a unique corporate identity (Abratt and Kleyn, 2011). The concept of corporate branding has gained popularity in the marketing literature as corporate brands are said to add value to the products and services offered by the company (Harris and de Chernatony, 2001).

A company's effort in achieving the desired corporate brand identity can be manifested through various corporate branding dimensions. However, there is no agreement in the literature on the dimensions that constitute corporate branding. Abratt and Kleyn (2011) suggest four aspects of corporate branding that are crucial to the development of a strong brand identity. These are visual identity, brand promise, brand personality, and brand communication. On the other hand, Harris and de Chernatony (2001) argue that brand vision and culture, positioning, personality, relationships, and presentation are key components of corporate branding that builds brand identity.

According to Souiden et al. (2006), corporate branding encompasses the four inter-related dimensions of corporate name, image, reputation, and loyalty. The distinguishing factors between product brands and corporate brands are considered higher strategic focus, internal as well as external targets, and inclusion of corporate strategy (Balmer, 2001). Since corporate and product brands are context independent, they are now recognized as distinct entities and they may also be considered as equivalent (de Chernatony, 2002).

The general reason for corporate branding is to create a supportable brand between the branded organization and its clients through a reasonable quality proposition (Schultz and de Chernatony, 2002). Even though corporate and product brands have the same reason for

making separation and preferences (Knox and Bickerton, 2003), the complex nature of the corporate connection has essential implications for the nature of the corporate brand (Muzellec and Lambkin, 2009).

### **Measurement of corporate brands**

An institution or a company in trying to meet the desired corporate brand identity can be demonstrated through various corporate branding dimensions. This notwithstanding, there is no agreement in the literature on the dimensions that constitute corporate branding. For instance, Abratt and Kleyn (2011) suggest four aspects of corporate branding that are crucial to the development of a strong brand identity. These are visual identity, brand promise, brand personality, and brand communication. In the same vein, Harris and de Chernatony (2001) argue that brand vision and culture, positioning, personality, relationships, and presentation are key components of corporate branding that builds brand identity. According to Souiden et al. (2006), corporate branding encompasses the four inter-related dimensions of corporate name, image, reputation, and loyalty.

In spite of the significance of brands and consumer impression of them, marketing specialists have not utilized a predictable definition or estimation strategy to evaluate customer perceptions of brands. Corporate brand identity is a function of brand image that is a function of consumer's perceived value which results in brand association (Sinha et al., 2010). With particular reference to this study, the following dimension would be used in measuring corporate branding: brand awareness, perceived quality and brand loyalty.

#### ***Brand Awareness***

Brand awareness has been identified in most models of branding (Mackay, 2001). Keller (2003) defines brand awareness as "the customers' ability to recall and recognize the brand as reflected

by their ability to identify the brand under different conditions and to link the brand name, logo, symbol, and so forth to certain associations in memory.

There are other higher levels of brand awareness apart from recall and recognition. Aaker (1996) added brand dominance, top-of-mind, and brand opinion and brand knowledge. Keller (1993) also added that brand knowledge is the complete set of brand association attached to the brand. Vrontis and Papasolomou (2007) posit that powerful brands are more likely to benefit when customers' awareness of the brand is high. Other researchers also explain that brand awareness occur when a potential buyer is able to identify and recall brands belonging to a product category of a company (Aaker, 1991; Atilgan et al., 2005).

### ***Perceived Quality***

Perceived quality is how the customer judges the overall superiority or excellence of a product or service that is different from its objective quality (Feldwick, 2006). The objective quality of a product or service refers to the measurable, technical and its verifiable nature, process and quality controls. A higher objective quality does not necessarily add any value to brand equity. (Anselmsson et al 2007). It is difficult or impossible for customers to make correct and complete judgement of objective quality, therefore they use quality attributes that they can associate with quality (Acebro'n and Dopico, 2000). Perceived quality is therefore used in judging the overall quality of a product or service.

It is important to note that, perceived quality is classified into two groups of factors (Zeithaml, 2007). They are extrinsic attributes and intrinsic attributes. The extrinsic attributes are those related to the product, not the physical aspect (for example, brand name, stamp of quality, store, price, packaging and product information (Bernue et al. 2003) whiles on the other hand, the intrinsic attributes are related to the physical aspects of the product (for example, flavor, color, appearance, form). It is very difficult in generalizing attributes since they are specific to product or service categories (Anselmsson et al., 2007).

### ***Brand Loyalty***

Brand loyalty is seen as a core dimension of measuring corporate brand. According to Aaker (1991), brand loyalty is the attachment a consumer has to a brand. As customers become more connected to a brand, they are likely to maintain close proximity with the brand because the presence of the attachment object offers feelings of comfort, happiness, and security (Park et al., 2010).

Behavioural loyalty is seen where customer behaviour in the market place is indicated by a number of repeated purchases or the commitment to rebuy the brand as a primary choice.

Cognitive loyalty is when there's a need to make a purchase decision, a brand comes up first in the customers mind or a customer's first choice. The cognitive loyalty is linked closely to the highest level of awareness. As a result, a brand must be able to become the customer's first choice (cognitive loyalty) and therefore must be purchased repeatedly (behavioural loyalty)

According to Chaudhuri and Holbrook (2001), brand loyalty is directly related to brand price. Price premium is identified as the basic indicator of loyalty. It is defined as the amount a customer will pay for the brand in comparison with another brand offering similar benefits and it may be high or low and positive or negative depending on the two brands involved in the comparison.

### **Organisational Performance**

Organisational performance encompasses accumulated end results of all the organisation's work processes and activities. Performance measures can be financial or non-financial. Both measures are used for competitive firms in the dynamic business environment. Financial measures of organizational performance include; return on assets, return on sales, return on equity, return on investment, return on capital employed and sales growth (Gerrit & Abdolmohammadi, 2010). According to Donald and Delno (2009), appropriate performance

measures are those which enable organisations to direct their actions towards achieving their strategic objectives.

Gerrit and Abdolmohammadi (2010) contends that performance is measured either by subjective or objective criteria. Subjective measures include difficulties with collecting qualitative performance data from small firms and with reliability of such data arising from differences in accounting methods used by firms whiles Brennan and Soloman (2008) found out that, objective performance measures include indicators such as profit growth, revenue growth, return on capital employed. Brennan and Soloman (2008) however, mention other financial measures to include value of long-term investment, financial soundness, and use of 30 corporate assets. He also talks of non-financial performances measures to include; innovation, ability to attract, develop, and keep talented people, quality of management, quality of products or services, and community and environmental responsibility.

According to Javier (2002), performance is synonymous to the popular 3Es (economy, efficiency and effectiveness) of any activity or program. Daft (2000) however in his definition stated that organizational performance is the ability of the organization to use its resources effectively and efficiently in order to attain its goals. Richardo (2001) also defined organizational performance as a company's ability to achieve its objectives and goals. Several definitions have been propounded for organizational performance and this also brings about conceptual problem.

According to Hefferman and Flood (2000), the term organizational performance, as a concept in modern management has suffered from problems associated with clarifying its concepts in a number of areas. One was with the issue of its definition whiles the others was the issue of its measurement. Performance was sometimes substituted for productivity. However, Ricardo (2001) mentioned that there was a variation between productivity and performance. He said that productivity was a ratio representing the amount of work done in a given time frame.

Performance is a broader indicator which includes productivity and quality, consistency and other factors. In oriented evaluation results, productivity procedures were generally considered. Ricardo (2001) said that the results- oriented behaviour (based on criteria) and relative (normative) measures, concepts and instruments, education and training, management development and leadership training are needed skills and attitudes for building performance management. Therefore, from the above, performance must be defined in a broader view to include economy, effectiveness, quality, efficiency, consistency behaviour and normative measures (Ricardo, 2001).

### **Effect of Branding on Organizational Performance**

Leiser (2004) explained that there exist many factors that attribute to the brand being successful when extended into new markets or products categories; the prominent one among them being brand credibility. The imagery and stature of the brand is sold alongside with the service delivered to the customers who buy the brand, (O'Loughlin and Szmigin, 2005). The marketing procedure and brand give people in general, prepared learning of what the item is about and makes a state of distinguishing the brand amongst numerous other comparable items in the market (Blackett, 2005). To add to this, the whole branding process has esteem for an organization as it helps the business concentrate on, improve and be predictable with its message. Also, it permits an organization to constantly test the message and check whether it is being understood in the correct way (Malone, 2004).

Making brands will empower the organizations to separate their products from those of competition utilizing both intangible and intangible advantages. Branding can maintain brand against non-specific items after the lapse of the patent. A solid brand will profit by high purchaser loyalty, permitting solid deals even after the patent has lapsed. In addition, brands will affect the conduct and state of mind of patient and specialists (Schuiling and Moss, 2004)

## **Empirical Review**

This section concentrates on the empirical studies that are associated with this study. The empirical studies would provide rich and deep contextual data to help understand the phenomenon of corporate branding and organisation performance. In all, three empirical studies were reviewed; these include Becker and Palmer's (2009); Anabila and Awunyo-Vitor (2014); and Lamptey's (2016).

Becker and Palmer (2009) conducted a study titled Branding in universities: Identity versus image-a case study of a Swedish University. The study explored the phenomenon of branding in a university setting and described the relationship between how an agreement of brand identity and brand image effects outcomes such as propensity of leave, satisfaction, job performance and commitment. In addition, the study explained how certain factors involving branding and universities affect one another. The study was based on a case study approach. A combination of qualitative and quantitative methods including interviews was used to collect data. In all, the study covered 484 respondents. Regression analysis was used to statistically explain branding effects on outcomes.

The study found out that, branding can be used in a university setting with positive results. Branding activities does not affect the outcomes and if there is an agreement between the brand identity and the brand images, these effects will be positive. In addition, the values that are used in the branding should be credible. It is not enough just to have a message; it needs to be reflective of what has communicated in order to validate it. On the second objective, the study revealed that, in general the identity that is sent out is received more or less in the same way both among students and employees, thus the image matches the identity. Regarding the third theme of whether a match between identity and image affects job performance, satisfaction, propensity to leave and commitment or not there is an indication that, it does affect to various

degrees. The study concluded that, branding as a strategy can be useful when attracting students (customers). The study recommended that there should be an agreement on what the brand identity is and what it stands for. If there is no such agreement it is difficult to convey this identity in a unified and credible manner. The credibility of the brand is important; simply trying to send a message is not enough if there is no truth behind it. This can be done by enhancing why the brand is what it is through real examples. This study failed to examine the challenges confronted by the university which could also affect the branding in the university setting.

Similarly, a study by Anabila and Awunyo-Vitor (2014) assessed of the role of branding in the marketing of pharmaceutical products in Ghana: A case of three pharmaceutical companies. The study assessed the perception of managers about the strategic role branding plays in the marketing of pharmaceutical products in Ghana. Sixty respondents were sampled from three pharmaceutical companies. A structured questionnaire was used to collect data from respondents. Data was analysed using descriptive and inferential statistic with the aid of Statistical Package for the Social Sciences (SPSS) software. The study found that, respondents perceive that branding plays a significant role in the sale of pharmaceutical products, helps consumers to easily identify with the brand and helps pharmaceutical companies in communicating tangible differences of their brands to differentiate them from competing brands. The study further revealed that there exists a significant relationship between perceived roles of branding and marketing of pharmaceutical products. Finally, the study clearly shows that the major challenge confronting pharmaceutical companies in Ghana is the sale of imitated pharmaceutical products on the market. The study recommends that management of pharmaceutical companies seek government support in terms of stricter enforcement of laws governing imitation of pharmaceutical products and also improve upon their quality and

packaging. Though this study considered the challenges confronted by the pharmaceutical companies, it did not recommend the way forward to dealing with the issue of imitation.

Lamprey (2016) study focused on corporate branding. The main objective of the study was to determine the mediating effect of customer service on branding and organizational performance in the retailing of pharmaceutical products. The study was conducted using customers of Ernest Chemist Ltd., Kumasi. 230 customers were interviewed. Descriptive statistics with the aid of SPSS and STATA was used to analyse the data. From Lamprey's (2016) findings, branding had a positive significant effect on organizational performance, customer service also had a positive significant effect on organizational performance. There was a partial mediation as the introduction of customer service into the branding and organizational performance relationship reduced the effect of branding on organizational performance. It was recommended that firms improve upon their branding activities while strengthening their customer service activities in order to improve organizational performance.

### **Lessons Learnt**

It emerged from the various empirical studies that the mixed method research designs were mostly employed in studying issues corporate branding and organisational performance. This method came in handy because of the quality of data needed for analysis of issues of corporate branding. It became evident that the case study design was used mostly in line with the mixed method research design. The review showed that simple random and purposive sampling technique was mostly employed when adopting the mixed method.

The methods of data collection were predominantly interviews (in-depth) and questionnaires with the interview guide as the corresponding instrument. The use of the two methods enabled triangulation in data collection to facilitate comparison and ensure validity. The descriptive statistics was predominantly employed to analyse data in all the reviews. These reviews will

enable the adaptation of methods that will best fit for the current study considering the outcomes of the previous studies.

## **CHAPTER THREE**

### **METHODOLOGY**

#### **Introduction**

This chapter outlines research methods and techniques that guided review. The chapter covers the study institution, the research design, data sources, data processing and analysis.

#### **Study Institution**

Ghana Technology University College (GTUC) is a technology-oriented institution of higher learning, committed to providing an educational experience of the highest quality. Established in November 2005, GTUC was granted accreditation by the National Accreditation Board (NAB) on March 30, 2006 and officially inaugurated on August 15, 2006. It stands as one of the competitive universities in Ghana due to the courses it offers to various disciplines (Buabeng, 2010).

#### **Study Design**

The study design adopted for this research is a case study. A case study is an empirical inquiry that investigates a contemporary issue within its real-life context, especially when the boundaries between phenomenon and context are not clearly evident (Yin, 2003, p.13). The system of inquiry here will seek to build a holistic, largely narrative and description to inform the understanding of the phenomenon. A case study approach will be adopted for this research to enable the employment of a variety of evidence through interviews, artefacts, direct observations, discussions and documents. When research is on contemporary issues, when behavioural events within the research questions are explanatory, and when researcher has little control over events, the case study approach is the best strategy (Yin, 2003).

In the same way, Cavaye (1996) examines that, the approach also has the advantage of getting closer to the phenomenon to be studied and have an in-depth insight, exposure to its deep structure and enable a right description. However, there is this misconception that, various research strategies should be arrayed hierarchically which goes to buttress that, case studies are only a preliminary research strategy and cannot be used to describe or test propositions. This has been questioned as Yin (2003) examines that case studies can be used for exploratory, descriptive, or explanatory purposes. Also, case studies have been described as able to provide little basis for scientific generalization. The frequently heard question is, how can you generalize from a single case? Yin (2003) assess that, scientific facts are usually based on a multiple set of experiments that have replicated the same phenomenon under different conditions. The same approach can be used with multiple-case studies but requires a different concept of the appropriate research designs. Simply, case studies unlike experiments are generalizable to theoretical prepositions and not to populations or universes.

Yin's (2003) further rebuttal to this argument is that, case studies do not represent a "sample" and in conducting a case study, the goal will be to expand and generalize theories (analytical generalization) and not to enumerate frequencies (statistical generalization). Since this research involves an inductive method to understanding the issue being investigated, the case study strategy is the appropriate approach to give the best understanding of the situation/phenomenon under consideration.

### **Data Sources**

Only secondary data were collected. Secondary data were obtained from both published and unpublished materials and activity reports on the work of the Ghana Technology University College. Minutes of meetings, as well as conference and working papers of the institutions that

were relevant to the topic were also reviewed. The secondary source of data was the preferred choice for this study because it was less expensive and that the data needed was available.

### **Data Processing and Analysis**

Document analysis is a form of qualitative research in which documents are interpreted by the researcher to give voice and meaning around an assessment topic (Bowen, 2009). Analysing documents incorporates coding content into themes similar to how interview transcripts are analysed (Bowen, 2009). This method of analysis is appropriate as it aids in the extraction of key issues of concern from pre-existing documents on corporate branding. Documentary analysis is a preferred mode of analysis for secondary data instead of using thematic analysis because thematic analysis is largely deployed in analysing primary data from interviews.

## **CHAPTER FOUR**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **Introduction**

This chapter presents a summary of all the findings emerging from the reviewed literature on corporate branding in Ghana Technology University College. Based on the findings, conclusions and recommendations are arrived at.

#### **Summary of Findings from the Literature**

It emerged from the review that the branding strategy used by the Ghana Technology University College included an emotional strategy, updating of curriculum and incorporating the “community” aspect into their messaging. These corporate branding approaches were done with the hope of giving the university college a good public image as well as increase its performance in the wake of the proliferation of many tertiary institutions.

In addition, the reviewed revealed that Ghana Technology University College, brand awareness is important because there are so many other universities out there who are also sending messages and the reason for wanting to have brand awareness whipped up. Although the university college aims to be in the top three universities category but in reality, it moves down and up in top ten universities in the country.

Finally, it appeared from the review of the corporate branding of Ghana Technology University College that branding and organizational performance are significantly and positively correlated. This can be attributed to the high rating of the brand of the university by the customers (students) which have reflected in their performance as indicated by the customers.

## **Conclusions**

Generally, the branding strategies deployed were emotional method, updating the curriculum, and incorporating the “community” aspect into their messaging. Brand awareness and brand identity are what the university uses. Notwithstanding, if the identity does not fit reality, it is not likely to be effective since the image would then be different. Equally, branding and organizational performance were significantly and positively correlated. It can, therefore, be concluded that, branding as a strategy is useful when attracting customers (students) to the university.

## **Recommendations**

Based on findings from literature, the contribution of the study from a Ghanaian perspective is that institutions should be attentive on whether there are different views regarding identity within the different department. This is because, the credibility of the brand is important; simply trying to send out a message is not enough if there is no truth behind it. This can be done by enhancing why the brand is what it is through real examples.

Further, institutions must improve upon their branding activities while strengthening their customer service activities in order to maximize organizational performance. Organizations must strive to improve upon the brand of their companies as this affects the organizational performance of the company. A good brand goes a long way to improve upon the performance of organizations in the long run.

### **Contribution to Knowledge**

This study contributes to knowledge as it appears to be one of the few studies in Ghana that have focused on how corporate branding, particularly, within the context of tertiary education influences its success in the midst of stiff competition.

### **Suggestion for Further Studies**

As this study was a review, it did not provide the opportunity for a direct interaction with the school authorities so as to get first-hand information on the branding related issues. Consequently, a future study on this topic should collect primary data.

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