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## **Personal Interviews**

A. Musonza, Deputy General Manager. Elephant Hills Hotel Victoria. Interviewed by the Researcher, 20 June, 2007

E. Nyakunu, Former Chief Executive Officer for Zimbabwe Council for Tourism (ZCT), Harare. Interviewed by the Researcher, 25 June, 2007

J. Manjengwa, Marketing and Communications Manager. Zimbabwe Tourism Authority, (ZTA), Harare. Interviewed by the Researcher, 25 June, 2007.

L. Banda, Training Manager. Zimbabwe Sun Hotels (ZIMSUN). Harare. Interviewed by the Researcher, 30 June 2007.

N. Chikudza, 2007 Quality controller Manager. Zimbabwe Tourism Authority (ZTA). Harare. Interviewed by the Researcher, 26 June, 2007



## APPENDICES

### APPENDIX 1: COVERING LETTER AND QUESTIONNAIRES

#### COVERING LETTER

Dear Respondent,

#### THE BRANDING OF ZIMBABWE AS A TOURIST DESTINATION

A study is currently being conducted of destination branding with particular reference to Zimbabwe. The study, which aims to, among others, address the following objectives, is being undertaken under the auspices of the University of Pretoria:

- To clarify the context and importance of branding in destination marketing
- To investigate the current and potential role of branding in the marketing of Zimbabwe as a tourist destination
- To determine stakeholder attitudes, experiences and expectations regarding the branding of Zimbabwe
- To develop a framework and strategic guidelines for the future branding and positioning of destinations such as Zimbabwe.

As you are a key stakeholder in Zimbabwe's tourism industry, you will have valuable insights that can assist us to achieve the study objectives. We would therefore greatly appreciate, if you could spend some time answering key questions about the branding of Zimbabwe as a tourist destination.

This survey is an attached word document and should take around 20 minutes to complete. We have tried to make it as "user friendly" as possible. You can type your responses directly on the questionnaire, save it and return it to the e-mail address below, or fax it to the number below.

Once completed, a summary of the key findings of this research will be sent to all participants with our grateful acknowledgement. We will be very pleased if you may return the completed questionnaire by the 10<sup>th</sup> of June 2007.

Thank you

RESEARCHER: Mr Joram Ndlovu [E-mail: ndlovuj@msu.ac.zw](mailto:ndlovuj@msu.ac.zw): [ndlovujol@yahoo.com](mailto:ndlovujol@yahoo.com)



PROJECT LEADER: Prof Ernie Heath – [ernie.heath@up.ac.za](mailto:ernie.heath@up.ac.za)

# QUESTIONNAIRE 1

## SURVEY OF DESTINATION BRANDING WITH PARTICULAR REFERENCE TO ZIMBABWE

### SECTION 1: AWARENESS OF DESTINATION BRANDING

1.1 Select one destination that best describes your understanding of successful Destination branding.

.....  
.....

1.2 Why have you chosen this destination?

.....  
.....  
.....

1.3 From your perspective, which of the following statements most accurately describes the key role of destination branding:

To support the creation of a name, symbol, logo and or graphics, which both identify and differentiate the destination from competing destinations	1
To convey the promise of a memorable travel experience that is uniquely associated with the destination.	2
To consolidate and reinforce the collection of pleasurable memories of the experience provided by the destination, all with the intent purpose of creating an image that is accurately perceived by visitors.	3

1.4 What are your views on the following possible key features of destination branding? Use a Likert Scale 1 – 5, where 1 = disagree, 3 = agree and 5 = greatly agree.

Possible key features of destination branding	1	2	3	4	5
Branding involves buy in from the start making sure that all the stakeholders are involved in the building process from an early stage.					
It is more than an advertising campaign which requires constant internal and external reminders and messages in order to win the minds and hearts of visitors.					
It helps to influence the influencers and maintain good communication with those who control messages while minimizing negative impacts.					
It creates a symphony to harness the power of as many messages, partners and stakeholders within a region as is possible and the strongest umbrella brand.					
It is concerned with alignment by doing what is correct constantly.					
Branding helps to identify products and helps to distinguish them from competitors.					
Branding is used in marketing segmentation strategy and provides focus for the integration of stakeholders' efforts.					
It is a strategic weapon for long range planning in tourism.					

## SECTION 2: ZIMBABWE AS A TOURIST DESTINATION

2.1 In a few words or a phrase, describe your view of Zimbabwe as a tourist destination.

.....  
 .....  
 .....

2.2 From a visitor perspective, which of the following components of Zimbabwe will, in your opinion, provide pleasant or unpleasant surprises?

	Components	Pleasant surprises	Unpleasant surprises
1	Attractions and parks		
2	Road infrastructure and communication		
3	Superstructure		
4	Quality of service and people		
5	Peace and safety		
6	Culture and events		
7	Recreational activities		
8	Value for money		

2.3 In your own opinion, what is Zimbabwe's key differentiator as a tourist destination, relative to its key competitors?

Facilities	1
Geographical location	2
Infrastructure	3
Attractions	4
Ambience	5
Hospitality and service	6
Accessibility	7
Value for money	8
Other (Please specify).... Friendly people.....	9

2.4 In your own opinion, are adequate resources allocated for the marketing Zimbabwe as a tourist destination?

Adequate	1
Inadequate	2
Do not know	3

2.5 To the best of your knowledge are there national or international marketing teams



to market Zimbabwe?

National	1
International	2
Both	3
Do not know	4

2.6 In recent times various negative comments have been made concerning Zimbabwe as a destination. Please indicate whether you agree or not with the statements outlined.

Statements		Strongly disagree	Strongly agree	No comment
1	Bad publicity in source markets.			
2	Poor service delivery.			
3	Not delivering on the brand promise.			
4	Over-dependency on international tourism.			
5	No defined tourism destination marketing strategies .			
6	No aggressive marketing in source markets.			

### SECTION 3: STAKEHOLDER ATTITUDES TOWARD ZIMBABWE'S BRANDING AND COMPETITIVE POSITIONING

3.1 Based on the definition of branding you selected in Section 1 (Question 1.3), to what extent do you think the concept of destination branding is being applied in Zimbabwe?

Not at all			To a great extent	
1	2	3	4	5

3.2 In your opinion, which of the following are the key elements (if any) emphasized in the Zimbabwe's current tourism brand approach?

1	Emotional appeal	
2	Nostalgia	
3	Key attractions	
4	Out-door activities	
5	Scenic and adventure	

6	Services and facilities	
7	Infrastructure	
8	Peace and safety	
9	Other. Please specify. Friendly people	

- 3.3 In your opinion, what are Zimbabwe's tourism brand identity selling points? Please identify the most compelling points and rate them. Use a scale 1 to 5, where 1 = not at all up to 5 = to a great extent.

	Branding identity selling points	1	2	3	4	5
1	Image (perception about the brand in the visitors' minds)					
2	Personality (human characteristics associated with the brand)					
3	Essence (emotional elements and values of the brand)					
4	Brand culture (how the brand will live up to its promise to visitors)					
5	Brand blueprint (architecture of the brand outlining various messages that will communicate the promise)					
6	Brand character (how the brand is perceived and constituted internally i.e. integrity, trustworthiness and honesty)					
7	Other. Specify.					

- 3.4 Rate the following statements that best describe your impressions of the Zimbabwean brand? Use a Likert Scale 1 – 5 where 1 = disagree, 3 = agree and 5 = greatly agree.

	Statements	1	2	3	4	5
1	The tourism brand has measurable objectives.					
2	The tourism brand has tangible characteristics representative of the destination.					
3	The tourism brand is so unique and novel.					
4	The tourism brand promise is in accordance with the tourists' experience offered.					
5	The brand has an emotional appeal.					
6	The brand can be used for market leadership.					
7	The brand has a distinctive advantage over its competitors					
8	The brand has a strong character and identity.					

- 3.5 The main objectives of positioning are to increase the distinctiveness of a place in the minds of potential customers by evoking images of a destination which differentiates it from competitors.

To the best of your knowledge does the destination have any positioning strategy relative to competing destinations?

Yes	1
No	2

3.6 If your answer to question 3.5 is 'yes', how would you describe Zimbabwe's tourism positioning strategy?

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3.7 Compared to three popular destinations indicated below, where would you benchmark Zimbabwe? Use the following grid, 1 = poor, 2 = fair, 3 = good, 4 = very good and 5= excellent, to compare Zimbabwe's positioning against its key competitors.

Destination	Brand image	Market Penetration	Tourism potential
South Africa			
Zambia			
Mozambique			

3.7 In your opinion, what do you think are the most commonly used methods to communicate the branding and positioning of the destination to both the domestic and international tourists? Please indicate your answer with an (X) in the table below.

	Information source	Most commonly used in destination branding	Applied to the Zimbabwean situation	Zimbabwe's rating of tools				
				1	2	3	4	5
1	Direct sales							
2	Website							
3	Electronic media							
4	Print media							
5	Public relations							
6	Word of mouth							
7	Travel expos							
8	Road shows							
9	Other. Specify							

#### SECTION 4: CHALLENGES AND CONSIDERATIONS FOR ZIMBABWE'S FUTURE BRANDING AND POSITIONING

4.1 Briefly describe your key expectations regarding the future tourism branding of Zimbabwe.....

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4.2 In your own view, do you think that a specific logo should be a key element in

Zimbabwe's future branding strategy?

1	Yes	
2	No	
3	Do not know	

4.3 In your own opinion what is the most appropriate strategy that could be used to reposition Zimbabwe as a tourist destination? Please select the most appropriate strategy.

Image rebuilding	1
Increased brand awareness	2
Establish points of difference	3
Identify new target markets	4
Create different marketing campaigns for different segments	5
Other. Please specify.	6

4.5. From the literature review and analysis of successfully branded destinations, it is apparent that there are various key aspects which need to be addressed when developing a successful destination branding strategy. Indicate on a scale of 1- 5 (1 = disagree to 5 = strongly agree), the extent to which you agree or disagree with regard to the following statements pertaining to Zimbabwe's future tourism branding strategy.

Development of the future Zimbabwean destination brand		1	2	3	4	5
1	There should be collaboration between the Government and stakeholders at the destination.					
2	There should be congruency between the brand's physical and social values at the destination level.					
3	The brand should support the vision of sustainable destination development.					
4	The brand should project a simple, appealing, believable and distinct image.					
5	There should be an umbrella concept to cover the country's separate branding activities.					
6	The Zimbabwean brand should focus on definite target markets.					
7	The brand should identify and define the destination's attributes as a basis for branding activities.					
8	The brand should have a catchy slogan, images and/or symbols.					
9	The brand should be used as a marketing tool at special events.					
10	It is essential that stakeholders understand and embrace Zimbabwe's tourism brand strategy as the umbrella for their respective marketing initiatives. .					
11	A destination brand situational analysis is essential as a base for future branding strategy.					

12	Tourism industry stakeholders should be involved in the development of a destination brand strategy.					
13	Current and prospective visitor perceptions should be considered in brand strategy formulation.					
14	Competitive destination branding strategies should be evaluated when developing a destination brands strategy.					
15	The brand status and competitive positioning of the destination should be monitored, evaluated and benchmarked regularly.					
16	When developing a destination brand strategy, all stakeholders must be encouraged to live and implement the brand.					
17	At the destination level, an umbrella brand needs to be created so that private sector and regional stakeholders can link into the brand.					
18	A concerted effort should be made to communicate the destination's brand to citizens and local communities so that they can in turn be ambassadors for the destination.					
19	The destination should embark on a public diplomacy strategy in order to create a positive image for the destination.					

4.6 In your own opinion, how often should the Zimbabwe's tourism brand status be reviewed?

1	Monthly	
2	Quarterly	
3	Half yearly	
4	Yearly	
5	Never	

4.7 What are your suggestions and recommendations concerning future strategies for Tourism branding in Zimbabwe?.....  
.....  
.....

4.8 Do you have any specific comments concerning the critical success factors to Brand and position Zimbabwe as a tourist destination in the future?  
.....  
.....

4.9 N.B. Please feel free to make any further comments and/or suggestions regarding this study: .....  
.....  
.....



## SECTION 5: GENERAL INFORMATION

- 5.1. Name of your organisation (optional): .....
- 5.2. Position of the person completing the questionnaire:
- 5.3. Type of organisation (Please tick or specify)

Tourism representative body	1
Destination marketing organisation	2
Overseas tour operator	3
Private sector stakeholder with an international tourism product	4
Airline focusing on Zimbabwe	5
Other (Please specify): .....	6

- 5.4. Private Sector Stakeholder. Please specify the nature of your business

Tourist attraction	1
Accommodation facility	2
Conference facility	3
Game lodge/nature reserve	4
Distribution channel (e.g. tour operator/travel agent)	5
Airline	6
Ground transport (rail, coach, car rental, etc.)	7
Other (please specify) .....	8

- 5.5 What are the estimated percentage shares of your domestic and international Business?

Business	Percentage
Domestic	
International	

- 5.6. For how long has your organisation been in operation? Tick the appropriate box.

1 - 5 years	1
6 - 10 years	2
Longer than 10 years	3

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS SURVEY  
YOUR INPUT IS SINCERELY APPRECIATED

## QUESTIONNAIRE 2

### INTERVIEW GUIDE

- 1 In regard to destination marketing how would you define the concept destination branding?
2. Based on the supplied definition of destination branding, to what extent is your organisation applying the concept of destination branding?
3. In your own opinion, what does the Zimbabwean brand represent?
4. Who were involved in the design of your logo/brand?
5. What were your critical factors that you considered in deciding your final brand /logo?
- 6 Was your brand/logo pre-tested to ensure that it clearly and accurately reflects the desired image and experience of the destination?
- 7 Does your brand/logo support the overall vision and strategic plan for the destination and how do you ensure copyrights from competitors?
- 8 What image or experience are you trying to create through your brand other marketing activities?
- 9 To what extent do you involve Industry in the development of the Tourism brand and what are your future expectations of industry in the development of the Zimbabwe tourism Brand?
- 10 To what extent do you feel that you have been successful in creating your desired image?
- 11 To what extent do you measure if the visitor's perceive your destination image the way you want it to be perceived?
- 12 Do you have a video that reinforces your destination's logo/brand in the local or international arena?
- 13 How competitive is Zimbabwe's brand position against its competitors in Southern Africa?
- 14 What are the major critical success factors used for branding and positioning Zimbabwe?
- 15 How strong is the brand position relative to key competitive brands?



- 16 In your own view, what do you think are the perceived constraints and opportunities relating to Zimbabwe's branding and positioning effort?
- 17 What is the level of awareness and attitudes of stakeholders towards the destination's brand?
- 18 What is your future plan for branding and positioning the destination?
19. Do you have any additional comments that you think have not been covered by the preceding questions?

## APPENDIX 2: SUMMARY OF HYPOTHESIS

Hypothesis Number	Hypothesis	Summary of Tests
H1	Destination branding is a positive determinant of the key strategy links in destination branding	$X^2 = 168.2$ $X(3;0.05) = 7.815$ Since $X^2 < x$ calculated the Ho is rejected and it is concluded that at the 0.05 level of significance destination branding is a positive determinant of the key strategy features of destination branding.
H2	Destination brand is a positive determinant of the performance of destination brand	$Z = 453/1216 - 76/152 / (76/152) (76/152) = -1.55/1216 / (1/4864) = -8.8898$ reject Ho at the 0.05 level of significance and conclude that destination brand is a positive determinant of the performance of the destination
H3	Destination performance is a positive determinant of brand strategy	$X^2 = 4/89 + 51^2/94 + 49^2/99 + 4^2/180 + 50^2/191 + 50^2/201 = 77.5$ $X(2;0.05) = 5.991$ Reject Ho at the 0.05 level of significance and conclude that H3 is true. There is no independence.
H4	Brand position is a positive determinant of the destination brand	$Z = (401/1368 - 1/2) / \sqrt{1/1368(1/2)(1/2)}$ $Z = -15.3$ . Reject Ho at the 0.05 level of significance and conclude that the brand position is a determinant of destination branding.
H5	Brand Identity is a positive determinant of the destination brand	$X^2(4;0.05) = 9.488$ $X_{calc} = 28^2/67 + 27^2/213 + 1/23 + 16^2/67 + 16^2/213 + 44^2/69 + 117^2/60 + 1/23 = 276.4$ Since $X^2_{[4,0.05]} < X_{cal}$ . Reject Ho and conclude at the 0.05 level of significance that the selling points of the brand identity and responses are dependent. Therefore brand identity is a positive determinant of the destination brand
H6	Destination image is a positive determinant of the destination brand	$X^2 = 14^2/8 + 2^2/8 + 7^2/8 + 14^2/236 + 0 + 5^2/236 + 10^2/237 + 28^2/63 + 12^2/63 + 6^2/63 + 10^2/63 = 49.38$ $X^2(6;0.05) = 12.592$ Since $X^2(6;0.05) < X^2_{calc}$ , reject Ho and conclude that, at the 0.05 level of significance, destination image is a positive determinant of destination brand
H7	Macro-environmental and micro-environmental analysis is a positive determinant of the destination position	$X^2 = 21^2/13 + 8^2/14 + 13^2/13 + 17^2/70 + 10^2/71 + 7^2/67 + 22^2/44 + 40^2/45 + 17^2/42 + 15^2/20 + 13^2/20 + 2^2/20 = 130.7$ Since $X^2 = 130.7 > X^2(6;0.05)$ Reject Ho and conclude that there is no independence between destination and brand image



H8	Micro-environmental and micro-environmental analysis is a positive determinant of brand identity	$Z_{stat} = P^{\wedge} - Po / (PoQo/n) = (147/760 - 1/2) / (760 / 1/4) = -16.90$ $Z_{stat} > Z_{table}$ , reject $H_0$ and conclude at $\alpha = 0.05$ that $H_8$ is true at $\alpha = 0.05$ .
H9	Evaluation and monitoring is a positive determinant of brand identity	$Z_{stat} = P^{\wedge} - Po / (PoQo/n) = (351/760 - 1/2) / (760 / 1/4) = -2.1$ $Z_{stat} > Z_{table}$ . reject $H_0$ at $\alpha = 0.05$ Evaluation and monitoring is a positive determinant of brand identity
H10	Control is a positive determinant of the brand image	$Z_{stat} = P^{\wedge} - Po / (PoQo/n) = (150/760 - 1/2) / (760 / 1/4) = -16.7$ Since $Z_{stat} > Z_{table}$ , reject $H_0$ at $\alpha = 0.05$ and conclude that control is a positive determinant of destination image.
H11	Destination branding is a positive determinant of the communication methods used	$X^2 = 67.01$ ; $X^2_{(6,0.05)} = 12.59$ $X^2_{calc} > X^2_{(6,0.05)}$ Reject $H_0$ and conclude that at $\alpha = 0.05$ there is no independence. Therefore destination branding is a positive determinant of brand communication methods.
H12	Destination branding is a positive determinant of destination rebranding strategies	$Z = P^{\wedge} - Po / (PoQo/n) = (75 - 76) / (23.1 / 1/4) = -0.53$ Therefore $Z_{cal}$ falls within the acceptance region. $H_0$ is accepted and it is concluded that destination branding is a positive determinant of rebranding strategies.
H13	Brand positioning is a positive determinant of destination branding	$Z = P^{\wedge} - Po / (PoQo/n) = (126 - 76) / (381 / 152) = 1.6$ Reject $H_0$ at 0.05 level of significance and conclude that brand position is a determinant of destination branding
H14	Key features of destination branding are positive determinants of rebranding strategies	$X^2 = 49/56 + 1/56 + 25/45 + 16^2 / 140 + 35^2 / 140 + 9^2 / 113 + 19^2 / 55 + 33^2 / 553 + 15^2 / 445$ $X^2_{(4;0.05)} = 9.488$ Since $X^2_{(4;0.05)} > X^2_{calc}$ , reject $H_0$ and conclude that there is independence between the factors. Hence key branding aspects are positive determinants of rebranding strategies. Therefore the results indicate that destination branding is a positive determinant of rebranding strategies

## APPENDIX 3: INFERENCE STATISTICS

### 1.0 Statistical tests to prove conclusions

#### 1.1. Variance, Validity and Reliability

Variance is one of the important measures of dispersion and is usually affected by the standard deviation, which is the most important measure of dispersion.

The Co-efficient of variation helps show how far a response lays from the mean.

##### 1.1.1. Analysis of variance in Sample

	N	Mean	Std. Deviation	Variance
Years organisation have been operating	152	2.3355	.8295	.688
Type of organisation	152	3.61	1.13	1.287
Valid N (list wise)	152			

In the above table, the coefficients of variation are shown as 0.688 and 1.287 respectively. The closer the coefficient of variation to zero, the lower the variability and the tighter the clustering of responses around the mean. In the above table, there is close clustering of responses regarding the years the target organizations have been operating. There was less variation in the years of operation, which there is high variation in the types of organizations which were targeted.

##### 1.1.2. Validity and Reliability testing using variance

The above table shows that there is high reliability in the use of the targeted organizations since the high variation took care of any biases which could result from surveying closely similar organizations.

#### Analysis of Variance in Responses

	N	Range	Minimum	Maximum	Mean	Std. Deviation	Variance
Branding creates symphony to harness the power of messages and stakeholders	152	4.00	1.00	5.00	3.4605	1.3116	1.720
Branding involves buy in and stakeholder involvement	152	4.00	1.00	5.00	3.6842	1.2203	1.489

Branding requires constant internal and external reminders	152	4.00	1.00	5.00	3.7105	1.1136	1.240
Branding is used in marketing segmentation strategy and provides focus and integrate stakeholders efforts	152	4.00	1.00	5.00	3.8684	1.2108	1.466
Valid N (listwise)	152						

There is high variability in the responses given for the particular question. From the standard deviation we can easily obtain the standard deviation (Punch, 1998:114). This variance is the square root of the variance. This means that the standard deviation can give us a numerical estimate of the level of spread in the data. Therefore the high variability was as a result of the differences in the sample population. Some respondents viewed branding from a product point of view while others thought branding was a sign, logo, or symbol.

## 2 Chi-square Test

### Type of organization

	Observed N	Expected N	Residual
Tourism representative body	15	25.3	-10.3
destination marketing organization	13	25.3	-12.3
overseas tour operator	9	25.3	-16.3
Private sector stakeholder with international product	96	25.3	70.7
Airline focusing on Zimbabwe	18	25.3	-7.3
Training	1	25.3	-24.3
Total	152		

A chi-square test can be used to test if the two variables are related; this can be achieved through the use of cross-tabulations. It has two sets of variables namely the observed and the expected. The difference between the observed and the expected will result in the residual value. This value is then used to make conclusions to decide on the importance of the differences between the variables. This test shows that there are no significant differences between variables. It can be inferred that the

difference in the results the ANOVA and the chi-square test is a result of variability of factors affecting the brand.

### 3. T Test Statistics

	type of organization
Chi-Square	243.368
df	5
Asymp. Sig.	.000

A 0 cell (0%) have expected frequencies less than 5. The minimum expected cell frequency is 25.3.

Testing the relationship between respondent's Occupation and their Best description of a Brand

### 2. Chi-Square Tests

$H_0$  There exists a relationship between respondents' occupation and their description of a brand

$H_1$  There is no relationship between the respondents' occupation and their description a brand

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	9.718	14	0.783
Likelihood Ratio	9.878	14	0.771
N of Valid Cases	152		

A 14 cells (58.3%) have expected count less than 5. The minimum expected count is 21.

If the expected value is less than 5, we reject the Null Hypothesis. The above table shows Chi Square Values of less than 5. Therefore there is no relationship between the two variables. Therefore we reject  $H_0$  and conclude that there is no relationship between a respondent's occupation and their description of a brand.

### 5. Cramer's V and Contingency Co-efficient

#### Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	0.253	0.783
	Cramer's V	0.179	0.783
	Contingency Coefficient	0.245	0.783
N of Valid Cases		152	



A. Not assuming the null hypothesis.

B. Using the asymptotic standard error assuming the null hypothesis

Cramer's V values should lie between -1 and 1. The closer to 1, the stronger the relationship. Therefore, the above table shows a high positive relationship between one's Occupation and their best description of a Brand. There is a significant difference between the chi-square test and the Cramer's V and contingency Co-efficient. The results show that the difference may have been caused by other factors. The conclusions of this study are that even though branding can be used as a strategic tool in repositioning a destination, there are other underlying factors which need to be considered.

## 6. T-Test

The T-Test is used to test the null hypothesis that the variable means is equal to the sample mean when the variable being investigated has a normal distribution in the sample or population.

### Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	5.148	6	0.525
Likelihood Ratio	4.807	6	0.569
N of Valid Cases	152		

A. 6 cells (50.0%) have expected count less than 5. The minimum expected count is 20.

When the expected value is less than 5, we reject the null hypothesis and conclude that there is no relationship between the respondents' occupation and their description of a brand.

## 7. Symmetric Measures

		Value	Approx. Sig.
Nominal by Nominal	Phi	0.184	0.525
	Cramer's V	0.130	0.525
	Contingency Coefficient	0.181	0.525
N of Valid Cases		152	

a Not assuming the null hypothesis.

b Using the asymptotic standard error assuming the null hypothesis.

c Correlation statistics are available for numeric data only.

Cramer's Values should lie between -1 and 1. The closer to 1, the stronger the relationship

Therefore there is strong positive relationship between the variables. Therefore respondents in similar occupations tend to give similar definitions.

### 7.1 One-Sample T Statistics

	N	Mean	Std. Deviation	Std. Error Mean
branding involves buy in and stakeholder involvement	152	3.6842	1.2203	9.898
brand influences communication and minimize negative impacts	152	3.6316	1.1831	9.596
branding is concerned with constantly doing what is right	152	4.0395	1.1954	9.696
branding is used in marketing segmentation strategy and provides focus and integrate stakeholders efforts	152	3.8684	1.2108	9.821
branding is a strategic weapon for long range planning	152	3.9342	1.2799	0.1038
branding helps to identify products and helps to distinguish from competitors	152	4.0395	1.0025	8.132

### 7.2 One-Sample Test

	Test Value = 0					
	t	df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Branding involves buy in and stakeholder involvement	37.223	151	.000	3.6842	3.4887	3.8798
brand influences communication and minimize negative impacts	37.843	151	.000	3.6316	3.4420	3.8212
branding is concerned with constantly doing what is right	41.663	151	.000	4.0395	3.8479	4.2310



branding is used in marketing segmentation strategy and provides focus and integrate stakeholders efforts	39.390	151	000	3.8684	3.6744	4.0625
branding is a strategic weapon for long range planning	37.898	151	000	3.9342	3.7291	4.1393
branding helps to identify products and helps to distinguish from competitors	49.677	151	000	4.0395	3.8788	4.2001

From the statistics above a conclusion can be reached that branding involves stakeholders' involvement, influences communication, is a market segmentation strategy, is a strategic weapon for long range planning and hence helps to identify products and used to distinguish one's products from competitors. Therefore branding is concerned about doing what is right.

## 8. Spearman's rank order

### Descriptive Statistics

	Mean	Std. Deviation	N
type of organization	3.61	1.13	152
branding helps to identify products and helps to distinguish from competitors	4.0395	1.0025	152

### 8.1 Correlations

		type of organization	branding helps to identify products and helps to distinguish from competitors
type of organization	Pearson Correlation	1.000	0.49
	Sig. (2-tailed)	.	5.51
	Sum of Squares and Cross-products	194.316	8.368

	Covariance	1.287	5.542
branding helps to identify products and helps to distinguish from competitors	Pearson Correlation	0.49	1.000
	Sig. (2-tailed)	5.51	
	Sum of Squares and Cross-products	8.368	151.763
	Covariance	5.542	1.005

a List wise N=152

## 8.2 Correlations

			type of organization	branding helps to identify products and helps to distinguish from competitors
Spearman's rho	type of organization	Correlation Coefficient	1.000	0.68
		Sig. (2-tailed)	.	4.06
	branding helps to identify products and helps to distinguish from competitors	Correlation Coefficient	0.68	1.000
		Sig. (2-tailed)	4.06	.

a List wise N = 152

$R^2$  is the co-efficient of determination. The value shows 68% of the variability in the response that branding helps to identify products and helps to distinguish from competitors. 32% are other factors. Since 68% is more than half, therefore branding is a very strong factor.

## 9. Regression

### Descriptive Statistics

	Mean	Std. Deviation	N
branding involves buy in and stakeholder involvement	3.6842	1.2203	152
type of organization	3.61	1.13	152



### 9.1 Correlations

		branding involves buy in and stakeholder involvement	type of organization
Pearson Correlation	branding involves buy in and stakeholder involvement	1.000	0.91
	type of organization	0.91	1.000
Sig. (1-tailed)	branding involves buy in and stakeholder involvement		1.32
	type of organization	1.32	
N	branding involves buy in and stakeholder involvement	152	152
	type of organization	152	152

### Conclusion

Model	R	R <sup>2</sup>	Adjusted R <sup>2</sup>	SE of the Estimate
1	0.91	0.08	0.02	1.2192

a Predictors: (Constant), type of organization

R<sup>2</sup> is the co-efficient of determination. The value shows that 91% of the variability in the response that stakeholders should be involved when coming up with a brand is accounted for by the type of organization where the sample was drawn, while 9% is accounted for by all the other factors. Therefore the type of an organization strongly determines the definition of branding.