

THE EFFECTIVENESS OF DUAL BRANDING IN THE AGRICULTURAL SECTOR

by

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ABSTRACT

The study deals with the concept of competing in the market with a dual branding strategy against mono-brands. The research, more specifically, examines the market awareness of the brand regarding the company versus the product. Monsanto SA, as a company, deals in the market as DEKALB. The study is based on the principles of the Burrows model of corporate identity.

A tailor-made questionnaire was used as the measuring instrument. A total of 281 respondents completed the questionnaires. Data analysis was done by means of descriptive statistics and a Varimax rotated factor analysis. The reliability of the data was verified by determining the Cronbach's alpha coefficient.

In this investigation, for the brand DEKALB, only one factor contributes to the brand image identified as dynamism. For Monsanto SA, two factors contribute to the organisation image. These factors are identified as dynamism and visual identity.

The research concludes that although brand identities are similar to a large extent, the market views Monsanto SA more defined. A second factor is identified in addition to the common factor in both identities.

The final and most important conclusion is that dual branding in the marketing strategy influences corporate identity and image, and vice versa. Monsanto SA should, therefore, take care not to confuse the market. Currently, agreement exists between the two identities, but it could easily result in confusion. Marketing strategies of Monsanto SA and DEKALB should purposefully dovetail to ensure that market confusion does not set in.

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CHAPTER 1

NATURE AND SCOPE OF THE STUDY

1.1 INTRODUCTION

Corporate identity, as an element of marketing strategy was explored through the relevant literature on the relationship between corporate identity and marketing strategy. The relationship between corporate personality, corporate identity and corporate image will be briefly discussed in Chapter two.

When the product brand name and the company name are the same, it can be argued that the company can establish a consistency of image. An investigation will be done to find out if consistency is harder to maintain when it comes to dual branding where a product brand name is different from the company name. *“To assess how much of an asset or liability your firm’s identity might be, you first need to know precisely what identity is.”* (Bouchikhi & Kimberly, 2008:21)

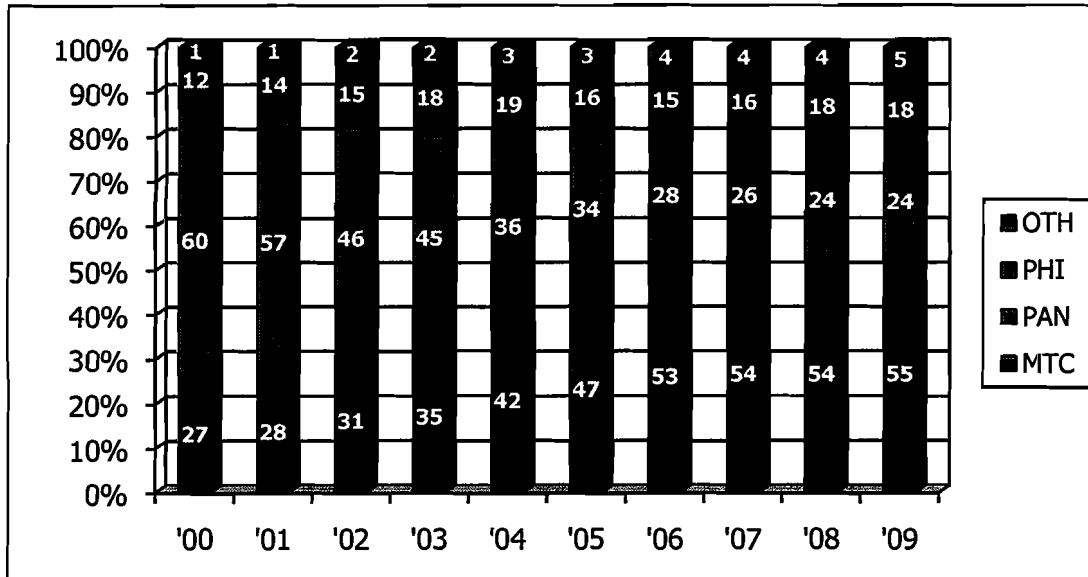
Olins (1989:203-204) stated that brands have a value related to their potential as well as their actual performance. *The Economist*, along with other publications, has speculated that if brand reputations can have value of this kind, so might corporate reputations. If a corporate identity programme has the effect of revaluing a corporation’s overall capitalisation upwards, there may be a few instances where a corporation gets its new corporate identity programme free – so to speak. However there is a catch. To gauge a reputation for a brand is much easier than for a corporation, because a brand only deal in a carefully monitored, straightforward relationship with one group of customers, while in a corporation lives a complex life involving a tangled web of relationships. Corporations today are no longer assessed on its commercial achievements exclusively. It is

assessed informally by many overlapping groups of people, on a mass of other criteria as well such as social attitudes, behaviour to its workforce, on the finer points that lie behind these and related issues.

1.2 THE SA AGRICULTURE OVERVIEW

South Africa has a dual agricultural economy: a well-developed commercial sector and a predominant subsistence sector. About 12% of the land in the country can be used for crop production. High-potential arable land comprises only 22% of total arable land. Some 1.4 million hectares are under irrigation. Agricultural activities range from intensive crop production and mixed farming to cattle-ranching in the bushveld, and sheep-farming in the more arid regions. The marketing of agricultural products like maize seeds is a relatively complicated process. The main emphasis seems to be on distribution or pushing of products to the crop production farmer. Monsanto South Africa sees agriculture as a strategic industry to market their maize products under the DEKALB brand. The South African farmers have planted 2 600 000 hectares of maize on average for the past years. Figure 1.1 indicates that Monsanto South Africa has grown aggressively since the year 2000. The market share increased from 27% in 2000 up to an impressive 54% of the maize market in South Africa comparatively to competitors like Pannar seed, Pioneer seed, Agri K₂ seed, Afgri Seed and Link Seed. Monsanto South Africa (hereafter referred to as Monsanto) looks ahead to grow market share in the future (Breytenbach, 2008).

FIGURE 1.1: MONSANTO SOUTH AFRICA MARKET SHARE HISTORY



Source: Breytenbach (2008)

1.3. MONSANTO HISTORICAL OVERVIEW

1.3.1 Monsanto International

The main characteristic of Monsanto is its history. Monsanto is an agriculture company which offers farmers more choices than any other company in the industry. Monsanto is a leading global provider of agriculture products and systems sold to farming concerns. Today, Monsanto's biotechnology traits are being planted commercially or in test plots in all major agriculture regions throughout the world (Monsanto annual report, 2006). Over the last five years, the company has seen remarkable growth in the Monsanto business as 12 million farmers around the world have selected its seeds and trait technologies to help them meet the challenges they face on their farms. Grant (2006) argues that farmers around the world use Monsanto innovative products to address on-farm challenges and to reduce agriculture's overall impact on the environment.

Monsanto was incorporated in 1901 in St. Louis (USA) to manufacture the artificial sweetener called saccharin. The company, led by John F. Queeny, was named after his wife, Olga Monsanto Queeny. Up to then, saccharin had been imported from Germany. In 1903 and 1905, Monsanto listed on the New York Stock Exchange (Monsanto Yesterday, 2001).

Monsanto continued to diversify its business and in 1945 it started to develop and market products for the agricultural industry. The company produced Parathion and Santobane insecticides for use against pests such as the cotton bollworm and the corn borer. Santobane contained the active ingredient DDT that was found to be effective against mosquitoes and thus controlling malaria (Monsanto Yesterday, 2001).

In 1956 two new pre-emergent grass and broadleaf herbicides were introduced into the market. It was at a time when various agricultural products were being discovered and in 1968 Monsanto announced the commercialisation of a pre-emergent product for corn and soybeans called Lasso. In 1970 the company decided to end its insecticide research programmes and concentrate on herbicides and related products. A major breakthrough also occurred in 1970 when the company discovered a new molecule called glyphosate, and in 1976 the Roundup herbicide was registered and commercialised. The Roundup herbicide kills all plants containing chlorophyll. It is used to kill weeds. The major advantage of this chemical is that it breaks down in harmless molecules that enable farmers to plant their crops within 24 hours after application (Monsanto Yesterday, 2001).

In 1976, Monsanto acquired shares in a company called Genentech, which would pursue products, with what was then a brand-new technology, called biotechnology (Monsanto Yesterday, 2001).

In 1981, Monsanto ratified biotechnology as an official corporate research focus and indicated that it wanted to be at the forefront of this technology. In 1983, the Monsanto scientists succeeded in modifying a plant cell for the first time in history using new genetic technology (Monsanto Yesterday, 2001).

In 1987, the U.S. Department of Agriculture gave its go-ahead for field tests of a genetically modified plant. These were tomato plants that were genetically modified (GM) to tolerate certain diseases. In 1993, the U.S. Food and Drug Administration (FDA) gave approval to Monsanto's long-studied and much debated dairy supplement that helps cows produce more milk. Bovine somatotropin (BST) was the first product of Monsanto's major investment in biotechnology to reach the marketplace. Produced through genetic engineering techniques, BST has run into charges that it is unsafe for both humans and cows (Monsanto Yesterday, 2001).

In 1995, the company began to deliver on its long-in-the-making biotechnology business. The U.S. government approved and the company commercialised the following GM crops: Roundup Ready soybeans, Newleaf insect-protected potatoes and Bollgard insect-protected cotton during the year. From 1995 to 1998 Monsanto acquired several seed businesses across the world. Although genetically modified crops were disallowed in the EU, an approval was given in 1998 that the Monsanto Biotech product – YieldGard insect-protected corn – could be imported into the EU (Monsanto Yesterday, 2001).

1.3.2 Monsanto SA

Monsanto South Africa (PTY) Ltd, a Monsanto company is a leading local provider of agricultural products and integrated solutions that bring together chemicals, seeds, and biotechnology traits to improve farm productivity and food quality. The leading products for the SA market are the Roundup herbicide, DEKALB seed products and biotechnology traits. Monsanto SA is uniquely

positioned to help farmers produce more food to meet the demand by delivering crops with higher yield and greater value and lead healthier food options for consumers. They also provide local seed companies, the competition like Pannar and Pioneer Hybrid International with genetic material and biotechnology traits for their seed brands.

Monsanto South Africa officially opened its offices in South Africa in 1992. The first biotech products went commercial in South Africa in 2001; eight years after the first commercial products were released in the USA. The business is managed in three segments: Chemicals, Seeds and Genomics (Biotechnology). The Chemicals segment includes Roundup herbicide and other crop protection products, and accounts for 44% of the total market share. The Seeds and Genomics segment consists of businesses in seeds and related biotechnology traits and a technology platform based on plant Genomics, which increases the speed and power of genetic research. For more than 70 years, the DEKALB flying corn cob has represented outstanding yield potential that generates higher returns for farmers who grow DEKALB corn. Today, in Monsanto SA, DEKALB is the trademark in seed business; offerings include corn hybrid and sunflower hybrids. Monsanto SA's purpose is food security and value for share owners – a biotechnology company with leading seed and herbicide brands. Monsanto SA wants to increase the amount of genetically improved maize bags sold via their own brand DEKALB and also through licensing to competitor seed companies. Corn and traits contribute 92.5% of the total seed budget. It is clear from the above information that Monsanto SA is very much focused on outputs and results.

More South African farmers are planting more DEKALB maize. Monsanto does have one of the largest germplasm pools in the industry to consistently deliver strong roots and stalk for higher yields. DEKALB products are locally developed and tested for consistent performance within each relative maturity group and environmental conditions. The DEKALB product is focused on rapidly integrating

the traits farmers want in the newest, highest-yield genetics, delivering products that combine the newest germplasm with the latest biotechnology traits for maximum yield potential.

1.4 PROBLEM STATEMENT

Corporate identity confusion may exist between Monsanto SA and its brand identity DEKALB in the South African agriculture maize market industry. Appendix A indicates the various brand identities that exist in the Monsanto SA structure today.

Monsanto SA decided to consolidate the two brands Sensako and Carnia and to sell them under one summer crop brand namely DEKALB. The changing face of Monsanto SA, the visual identity like the corporate name and corporate brand changes, may have transformed the corporate identity of Monsanto SA.

The old brand Sensako and Carnia, and now the new brand DEKALB since 2005, have created the need to revisit the corporate image of Monsanto SA. The question can be asked if the market and customers relate and identify the corporate name Monsanto SA and the brand name DEKALB as one identity, or whether customers associate Monsanto SA as one identity and DEKALB as another

Competition exists in all regions like North West, Central and West Free State, Mpumalanga, Gauteng and Limpopo. On opening any local agriculture magazine namely the Landbou Weekblad, SA Grain, Agri the Farmer, The Farm Africa, Nafu Farmer, Noordwes Nuus, Weekly Farmer and The Dairy mail, and so on, one will find or notice that the competition in the seed market advertises their brands or products of this organisation under the same identification/corporate name as the company identity. The researcher took some photos (Appendix F),

from maize production fields from various advertising signs at display next to roads. The photos taken, clearly illustrate that the competition like PANNAR and PIONEER, brand their identity or products under the same corporate name or identity. No linkage exists or could be found between the brand DEKALB and the organisation Monsanto SA. This leads to a debate of how effective the marketing of dual branding is for Monsanto SA to identify the best corporate identity to be focused on in the marketing strategy of Monsanto SA.

TABLE 1.1: COMPETITION'S ADVERTISING

<u>Seed Company's</u>	<u>Product identification</u>	<u>Brand image same as organisation</u>
PIONEER Seed	PHB 32D99	<i>Relation</i>
PANNAR Seed	PAN 7049	<i>Relation</i>
AFGRI Seed	AFG 4476	<i>Relation</i>
LINK Seed	LS 8504	<i>Relation</i>
K ₂ Agri Seed	KKS 8401	<i>Relation</i>
Monsanto SA	DKC 80-10 (DEKALB) CRN 3505 (Carnia) SNK 2551 (Sensako)	<i>No relation to corporate identity</i>

Source: Compiled from Die Landbou Weekblad, SA Grain, Agri the Farmer, The Farm Africa, Nafu Farmer, Noordwes Nuus, Weekly Farmer and The Dairy mail

1.5 RESEARCH OBJECTIVES

The aim of this study is to establish a consistency of image when the company name is different from the brand name (dual branding). More specifically, the objective is to analyse the individual brands for Monsanto SA's marketing team to shape the corporate and brand identity.

1.5.1 Primary

The primary objective of the empirical investigation report in this dissertation will be to determine the role that the corporate logo, as an element of the corporate identity mix, plays in the corporate image of maize farmers in the South African agriculture industry. Does the corporate logo serve as a “*mental switch*” or stimulus to create a corporate image in the minds of respondents?

1.5.2 Secondary

A secondary objective is to compare comparable corporate image factors identified in the 1993 study of the South African banking institutions by Van Heerden (1993:117) against the agriculture industry. Another secondary objective is to evaluate the research findings from the viewpoint that corporate image is not only formed by visual identity but also by behavioural identity.

1.6 RESEARCH PROPOSITIONS

The research propositions for this study are:

P₀:

Confusion in the market exists between the corporate name Monsanto SA and the brand name DEKALB.

P_A:

Confusion does not exist in the market between the corporate name Monsanto SA and the brand name DEKALB.

P₁:

Monsanto SA has a stronger corporate identity in the agriculture industry than DEKALB.

P₂:

DEKALB has a stronger corporate identity in the agriculture industry than Monsanto SA.

1.7 RESEARCH METHODOLOGY

This study closely follows a similar research design of an earlier study by Van Heerden (1993). The semantic differential scale which is used to measure corporate image in this study is widely used in marketing research. The research data was primarily collected directly from customers of Monsanto SA or South African maize production growers. As 400 (200 Monsanto SA and 200 DEKALB) questionnaires were distributed by Monsanto SA sales representatives (20 each) in different sales areas within the borders of South Africa, it made the distribution of questionnaires relatively easy; however, it was equally as easy for them not to respond on time, or at all. As a result of the direct face-to-face contact with farmers, a satisfactory 281 (141 Monsanto SA and 140 DEKALB) completed questionnaires were received back from these sales representatives. The 70% response rate was the result of many phone calls, e-mails and sms reminders weekly.

1.8 PROBLEMS ENCOUNTERED

Although sales representatives also used this questionnaire as a selling tool to visit farmers, it was fairly easy to complete, but in some cases time consuming. Confusion may have existed as to why two similar questionnaires had to be completed at the same time. The sales representative had to explain properly to the farmer, why the need for the research and to find out if the corporate logo serves as a “*mental switch*” or stimulus to create a corporate image in the minds of respondents when looking at the different logos between the corporate name Monsanto SA and the brand name DEKALB. After dealing with the sales representatives successfully, the research stayed on schedule and no further problems were encountered.

1.9 CHAPTER OUTLINE

This research document is structured as follows:

Chapter 1: Company background

This chapter includes the background for the study. It also includes the aims, objectives, defining concepts, assumptions, limitations, value of the research and the research methodology. A synoptic overview of the company’s history is included as well as background on Monsanto in the USA and SA.

Chapter 2: Literature review

This chapter consists of a literature study concerning corporate personality, corporate identity, corporate branding and corporate image.

The Burrows model of corporate identity was identified, discussed and evaluated to find out if it is true that the corporate identity is derived from the management policy.

Chapter 3: Research methodology and results

This chapter explains the methodology used in this research: research design, research procedure and the research results. This chapter was explained with special reference to Van Heerden (1993) who developed a semantic differential as research instrument, employing a factor analysis to evaluate the data collected.

Chapter 4: Conclusion and recommendations

This chapter consists of research conclusions and the recommendations made concerning the strategic direction the company needs to follow to improve the ideal corporate identity when the corporate name differs from the brand name. The effectiveness of dual branding in the agricultural sector is discussed concerning the marketing strategy. This chapter reports on the acceptance or rejection of the research propositions, highlights a problem encountered during the research and concludes the research by means of a summary. Additional material relevant to the research, such as the measuring instrument and others, are attached as appendices at the end of the research report.

1.10 SUMMARY

Chapter 1 serves as an introduction to the research project; to put the reader in the picture of that corporate identity is an element of marketing strategy and to specify the focus of the research. The chapter also poses the research propositions and objectives while also highlighting the research methodology followed in this study.

The next chapter, namely Chapter 2, deals with the literature review, corporate personality, corporate identity, corporate identity models, corporate image, corporate branding and the relationships between them.

CHAPTER 2

LITERATURE REVIEW

2.1 INTRODUCTION

A literature study has been conducted to determine which factors are regarded as important in the maize production agriculture sector. The primary objective is to identify certain distinguishable factors between the corporate and brand logo that constitutes the corporate image of Monsanto SA. This chapter will explore relevant literature on the relationship between corporate identity and marketing strategy. The relationship between corporate personality, identity and image and branding will be discussed.

2.2 CORPORATE IDENTITY

The purpose of the theoretical section of this dissertation is to determine the substance of corporate *identity*, how it leads to the forming of corporate *image* and how corporate *identity and market strategy are related*.

The Burrows model of corporate identity is a useful tool to be discussed and to understand the process of how corporate image is formed from corporate identity.

The term "*corporate*" implies larger businesses or institutions with many divisions and employees. However, in this context, "*corporate*" is used as a collective term for a structure of business from a very large to a small one-person enterprise. It is not an indicator of business size that governs corporate personality, identity

and corporate image, and only marketing challenges and the public's support in the form of sales vary from one business model to another.

What is business identity, and what is a corporate brand? Balmer (2001:280) offered the definition of corporate identity as:

"An organisation's identity is a summation of those tangible and intangible elements that make any corporate entity distinct. It is shaped by the actions of corporate founders and leaders, by tradition and the environment. At its core is the mix of employees' values which are expressed in terms of their affinities to corporate, professional, national and other identities. It is multidisciplinary in scope and is a melting of strategy, structure, communication and culture. It is manifested through multifarious communications channels encapsulating product and organisational performance, employee communication and behaviour, controlled communication and stakeholder and network discourse."

Balmer (2001:281) defined the characteristics of a corporate brand as:

"A corporate brand involves the conscious decision by senior management to distil and make known the attributes of the organisation's identity in the form of a clearly defined branding proposition. This proposition underpins organisational efforts to communicate, differentiate, and enhance the brand vis-à-vis key stakeholder groups and networks. A corporate brand proposition requires total corporate commitment to the corporate body from all levels of personnel. It requires senior management fealty and financial support. Ongoing management of the corporate brand resides with the chief executive officer and does not fall within the remit of the traditional directorate of marketing."

2.2.1 Defining corporate personality

Consistent with Abratt and Mofokeng (2001:370), before the organisation is formed, corporate personality can be determined by deciding on what it is to do,

what it shall believe in and how it shall operate. All these factors form a corporate personality. Kapferer (1992:39) stated that a brand has a certain personality and over a period takes on a certain character. The personalities of a brand have since the 70's formed the focus of many marketing plans. The total of brand personalities consists of physical quality, but also the real benefit and value of it.

Van Den Heever et al. (1997:15) argued that personality is the right brain of emotional concept. Personality is rather creative and artful rather than rational and intellectual. In terms of the brand the personality is the intrinsic value that it is connected to.

Kotler and Armstrong (2006:284) stated the personality of a brand is sometimes compared with that of a person. We form an image of a person on the way that persons communicate and handle themselves. The same goes for a brand. If a Mercedes motor car would be a person, that person's personality will fit a wealthy, middle-aged businessman.

According to King (1989:14), personality is used for the process of market segmentation, and consumers many times choose a brand like they choose their friends. People don't choose their friends only on specific physical qualities, but on the grounds of the total person. As a result, consumers do also pick one brand above another.

Kapferer (1992:39) argued that the physical characteristics and the personality then form the two most important building stones of any brand and are seen as the core of the brand's personality. It is actually not fair to form a perception of the brand and accept that the brand only consists of physical characteristics. It is also necessary to give attention to other dimensions of the brand, like the internal culture, the external relation, the reflected image and the self-image of the brand.

According to Shee and Abratt (1989:71), the cornerstone of the corporate image management process is the formal articulation of a corporate philosophy. Management has the opportunity to explore the corporate personality and to identify the corporate culture.

Van Heerden (1993:8) quoted Bernstein (1986:40) by defining personality "*as the soul, the persona, the spirit, the culture of the organisation*". Van Heerden argued that it can be derived that a corporation can choose to manipulate its identity by managing a corporate identity programme. Image cannot be directly manipulated, because image is formed in the minds of target audiences.

Abratt (1989:63-76) explains that every corporation has a personality, which is defined as the sum total of its characteristics. These characteristics – behavioural and intellectual – serve to distinguish one corporation from another. This personality is projected by means of conscious cues (e.g. corporate logo) which constitute an identity. The personality of an organisation is created by its vision, mission, direction, management style, corporate policy, ethos, history, employee mix, corporate objectives, and marketing communication style and approach. This personality is the "glue" that holds the organisation together (Dowling, 1993:103). The set of characteristics of an organisation can be defined as the personality of the corporation. This personality forms the corporation's identity.

2.2.2 Defining corporate identity

Olins (1989:7) argues that every organisation is unique and that the identity must spiral from the organisation's own roots, its personality, its strengths and its weaknesses. Everything that the organisation does must be an affirmation of its identity. The identity must be clear that it becomes the benchmark against which its products, behaviour and actions are measured. For Olins (1989), coherence through consistency is one key factor in organisational success, regardless of

whether the organisation pursues a monolithic, an endorsed or a branded structure for its corporate identity. Consistency enables the organisation to speak with a unified voice.

Identity can be expressed in names, symbols, logos, colours and rites of passage that an organisation uses to distinguish itself, its brands and its constituent companies. Corporate identity is the personality of a corporation, which is designed to accord with and facilitate the attainment of the business objective. All forms of communication are taken into consideration for potential orchestration into a coherent whole. Everything an organisation does, makes and sells, everything it says, writes down or displays should contribute to the construction of its identity. Olins (1978:116-117) argued that corporate identity allows a company to present itself to its potential customers in a thorough way. When everything else is equal and there doesn't seem to be anything to choose between the price, quality and service of a specific product offered, the irrational element in the selling process takes over. It is the point at which the real difference in style, personality and soul between one company and the other really emerges. If an organisational style is clear, consistent and logical and the potential purchaser happens to like it, then that company normally wins. If an organisational style is confused, confusing and anonymous it will have much less of a chance to win. Corporate identity for the purpose of selling things is not just bits of paper; it is what makes a company, how it makes it, the condition in which it makes it and how it sells it. It is certain that the atmosphere surrounding the product, the impression, the packaging through shape, colour and material, profoundly influences what people feel about it.

2.2.2.1 The nature and role of corporate identity

“Corporate identity is concerned with expressing three separate but interrelated themes:

First, the organisation wants to present itself clearly and comprehensibly. It wants its different parts to relate to each other so that people can find their way around its divisions, corporations, and brands.

Second, the enterprise (corporation) wants to symbolise its ethos, (and) its attitudes, so that everyone who works for it can share the same spirit and then communicate it to all people who deal with the enterprise.

Third, the enterprise wants to differentiate itself and its products from those of its competitors in the marketplace.

These three themes – coherence, symbolism, and positioning – go to the very core of a corporation.” (Olins, 1989:148)

2.2.2.2 How corporate identity leads to forming corporate image

Corporate identity is the graphic and verbal representation of a company. It visually conveys who you are and what you do. Olins (1989:29) argues that corporate identity is concerned with four areas of activity and all of these communicate ideas about the company:

- *Product/Service* – What an organisation makes or sells.
- *Environments* – Where the organisation makes or sells its goods, the place or physical context.
- *Information* – How the organisation describes and publicises what they do.

- *Behaviour* – How people within the organisation behave towards each other and towards outsiders.

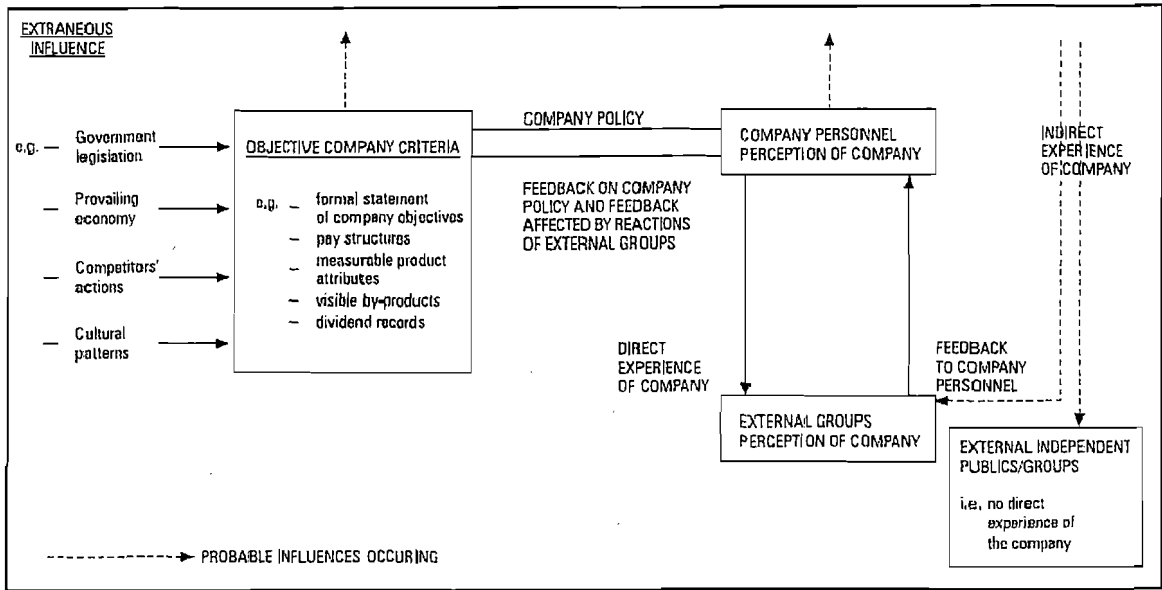
Van Heerden (1993:8) explained that the overall impression are formed of audiences by certain cues, such as a logo, product, and customer service and therefore constitutes an image.

2.2.2.3 Identity models

Models are useful tools to explain certain phenomena. Some models of corporate image and corporate identity management have been developed by the authors in the development of conceptual thinking in the area of corporate identity management. Models identified by Stuart (1999:201-204) explained those of Dowling (1986), Abratt (1989) and Stuart (1998). According to Stuart (1999), these models reflect the way in which corporate identity and corporate image have been conceptualised over the past decades. A short overview of the models will be described due to the limitation of this dissertation, beginning with Kennedy's model of 1997.

Kennedy's model (1977)

FIGURE 2.1: KENNEDY'S MODEL: A CORPORATE IDENTITY MANAGEMENT PROCESS



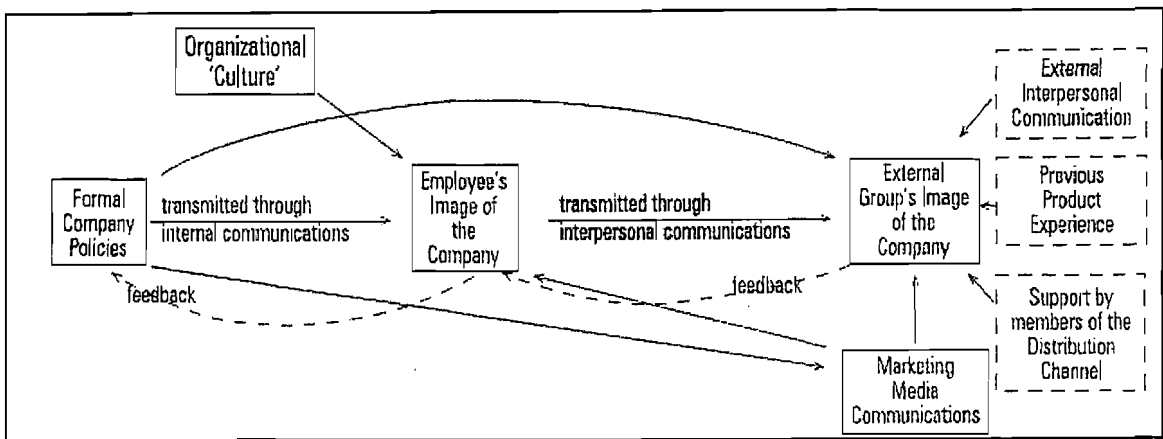
Source: Adapted from Stuart (1999:201)

According to Stuart (1999), the main focus of this model is how the company image is formed and that a significant element in this model is the box entitled "company personnel perception of company", the importance of employees in the process of company image formation. The main contribution of this model is the necessity for company policy to be based on the reality of the organisation for effective company image formation. Balmer (2001) supported the argument that this model replicates that staff are of crucial importance in the corporate image formation and that an employee's perception of a company will be influenced by such things as company policy, company products and structure. Balmer (2001) criticised and argued that this model does not address the question as to whether consistency of perception and actions among senior managers are necessary. And that it is a prerequisite before any attempt can be made to gauge the image of personnel. Stuart (1999) also criticised the model by saying that the model

does not feature communication and that the implication on company personnel, external groups and those having only indirect experience of the company are all impacted by what the company is communicating.

Dowling’s model (1986)

FIGURE 2.2: DOWLING’S MODEL OF A CORPORATE IDENTITY MANAGEMENT PROCESS



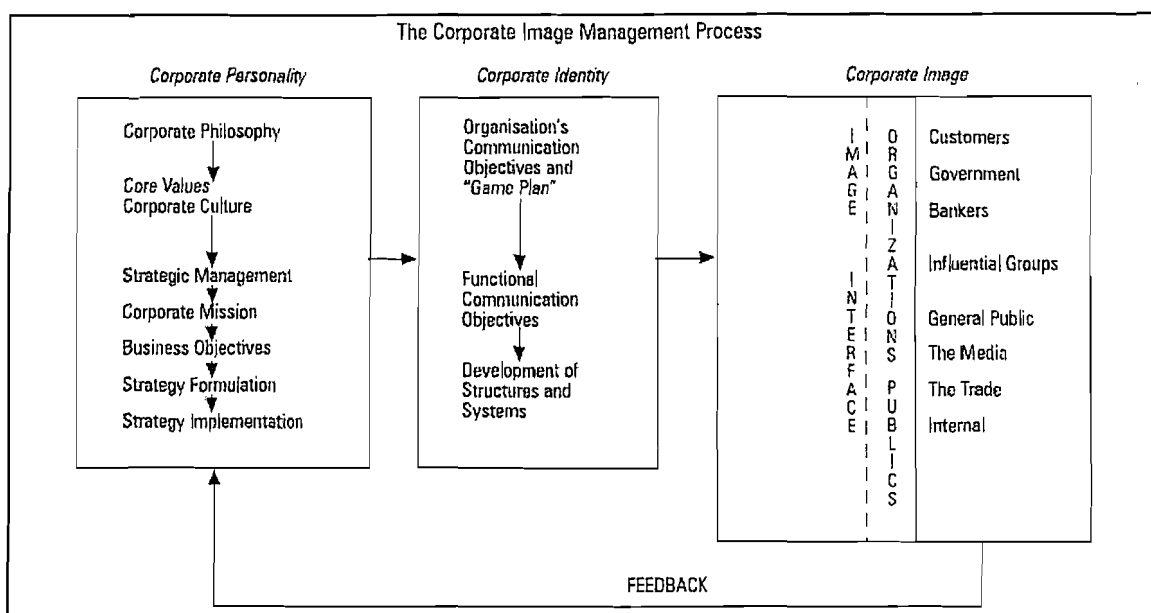
Source: Adapted from Stuart (1999:202)

The model of Dowling's, seen in Figure 2.2, follows the Kennedy model depicted in Figure 2.1 closely. Balmer (2001) argued that the principal focus of this model is the "outside in" that accords particular emphasis to corporate image. The heart of Dowling's corporate image formation process is a corporate vision statement which impacts upon the organisation's strategy and organisational culture. According to Stuart (as quoted by Hatch and Schultz, 1997:357), on the concept of organisational culture, he noted that Dowling treated culture as a factor or determinant and placed it on the same ontological level as identity and image. They did not support this view, as they considered culture as a context, rather than a variable in the corporate image formation process. They also argued that the cultural context influences both managerial initiatives to influence image, and everyday interactions between organisational members and external audiences.

In the view of Stuart (1999), the improvement in this model is communication, which includes internal communication, interpersonal communication (both internal and external) and marketing media communication.

Abratt's model (1989)

FIGURE 2.3: ABRATT'S MODEL OF A CORPORATE IDENTITY MANAGEMENT PROCESS



Source: Adapted from Stuart (1999:203)

Balmer (2001) supported the Abratt model (Figure 2.3), and explained that this model is most useful in that it attempts to integrate the problematic concepts of corporate personality, identity and image. This model, conceptually and prescriptively, has the objective of explaining the corporate image management process and adopts an "outside in" focus (an image, reputation), rather than an "inside out" (an identity, personality) focus. Based on the literature (particularly Olins, 1978), the Abratt model also introduced the concept of "corporate personality", which has not been a widely used concept.

presentation of the corporate personality as strategically decided on by the organisation.

2.2.3 Defining corporate image

A company's corporate identity or image tells the market just what the corporate strategy of the company is and enhances the company's perception in the market place among consumers, suppliers and employees. Corporate image covers all aspects of branding, including logo design, interior, exterior signs, interior, exterior environment design, and so forth.

2.2.3.1 Corporate identity creates corporate image

Van Heerden (1993:8) stated that a corporation can manipulate its identity by managing a corporate identity programme, but it cannot directly manipulate its image, because the corporate image is the perception of the stakeholders of the corporation. Corporate image begins with the public's perception of an organisation, and the preconceived ideas and prejudices that have formed in the minds of customers. This perception may not always accurately reflect a corporation's true profile, but to the public it is reality.

Every company has an identity, whether it recognises it or not. The real question that needs to be faced is whether the organisation seeks to control that identity, or whether it allows the identity to control it so that it has entirely different images with all of its different audiences. Monsanto SA actively works to build a strong, favourable image in the minds of the public. You will find corporate identity advertisements by the company seeking for public recognition. Monsanto SA slogans are usually but not always used in conjunction with the logo or the corporate name, or both. The slogan reinforces the Monsanto SA or DEKALB

name and what, in fact, Monsanto SA wants to convey. It also reinforces the advertising message.

Monsanto SA's logo (Appendix B), the corporate name with its focus on the benefits provided by its products, uses the tag line, Monsanto Imagine: "*Imagine innovative agriculture that brings incredible things today*" (Appendix C). The word "*imagine*" is forward-thinking, open and optimistic; an invitation for dialogue. By highlighting the letters 'ag' it focuses on agriculture. It is unique, ownable and differentiating.

The DEKALB logo can be viewed in Appendix D. The Monsanto SA brand name DEKALB (Appendix E) uses the tag line "INNOVATION". The brand promise is the creative expression of the positioning definition. It is a short, original statement that captures the spirit and promise to the market. Monsanto SA always laid new visual advertising plans (Appendix E) to boost their public image to compete more successfully in the market.

2.2.3.2 Perceptions versus reality

According to Marconi (1996:3) people's perceptions are based on what they know or think they know about a product or service. "*Image is the reflection of people's perceptions.*" (Marconi, 1996:12). The authors Gregory and Hickmann (1998:104) state that the company's image is the most powerful arrow in its marketing quiver. Consumer perceptions and attitudes are formed about a company before consumers actually purchase a product or service from that company. It is this positive positioning in the minds of consumers by the company that represents a powerful influence on building brand equity and consumer choice.

A good example currently exists in the South Africa electricity supply market with the service provider Eskom. The name Eskom turned out to be "*Eishkom*" due to the shortage of electricity supply and the scheduled load shedding which affect all business and households all over South Africa. A good familiar brand name like Eskom in the past now becomes synonymous with failure. So it can happen that a person sees the corporation Monsanto SA as one identity and its brand name DEKALB as another identity which can differ in many ways. Based on these perceptions, people buy, sell, vote, travel, invest and make major or minor decisions that govern their lives.

2.2.4 Corporate branding (logo)

2.2.4.1 What is a brand?

So where does branding come in on all of this? What does the term actually mean? In its origin, one can argue that branding literally means to put a personal sign, a brand on something in livestock. A brand is a living identity. It should incite people to be their best internally, and inspire confidence and satisfaction in an external audience. Branding is a key strategic tool used to create awareness, reputation, and build the organisational image. As said by Olins (1989:115-116), the most powerful way to promote a product, is branding. The greatest strength of the brand is that, it is carefully created and purposely to appeal to a specific group of people at a specific point in time. It can be imbued with powerful, complex, highly charged and immediate symbolism aimed at a particular marketplace. Consumers can personalise themselves with brands.

There is general agreement in the marketing literature that a brand is more than the name given to a product. Kotler and Armstrong (2007:225) explain that a brand is a name, word, picture, term, symbol, sign, device design or a combination, to create a unique identity for particular products. A brand identifies a product to a seller and differentiates them from competitors' products.

Chevalier and Mazzalovo (2004:15) argued that a consumer chooses a brand for the specific qualities it offers and that the differentiation of the brand is part of the contract between two parties. The name and the logo present the mediation between the essential values of the company, its identity and the perceptions which customers have of it – its image. Branding can be described as marketing of the corporate identity and the creation of a specific product image. Varey (2002:153) identified that a brand can perform a number of functions.

Gregory and Hickmann (1997:11) stated that corporate branding is the total corporate ethos and experience summed up in the company's reputation and consciously projected to select audiences. Linking the corporate name closely (and showing evidence for the linkage) with favourable attributes such as quality, value, dependability, innovation, community-mindedness, good management, environmental consciousness, corporate branding builds a special relationship with target audiences. This can change the behaviour towards the company. With respect to the competition, all other things being equal, corporate branding can be the tie-breaker that motivates people to invest in the corporation, buy its products, recommend it to others, or seek employment there.

- **Identity**

A brand name can guide consumers when making a choice.

- **Practicality**

The brand name summarizes information, allowing retention of information about the characteristics of the product by the association of the brand name with them.

- **Guarantee**

It provides the signature of the provider, reducing the sense of risk and uncertainty (loss, disapproval, or other forms of discomfort or dissonance).

- **Personalisation**

Personalisation of the brand name allows consumers to express their individuality and originality through their purchases.

- **Entertainment**

The brand allows the exercise of choice, thereby giving consumers satisfaction of their need for novelty, arousal, surprise, and so on.

2.2.4.2 Brand positioning

Walker et al. (1992: 207) argued that brand positioning refers to the relevant position of a brand and the distinguishing mark in opposition to those of the competition. Positioning refers to the relevant product segment that the brand is known for and that distinguishes the brand from the competition, as been seen and associated by the consumer.

According to Hooley and Saunders (1993: 169), positioning is a useful concept in the sense that it reminds us that a product is worthless unless the product quality is clearly established in the minds of the target market, especially with regard to the product's positioning in opposition to other competitive products in the product segment. Positioning is closely connected to segmentation, although segmentation refers to homogeneous groups of potential consumers and positioning refers to the perception of these homogeneous groups with regard to the one brand against another. Both these concepts refer to a process of differentiation.

Kapferer (1992:36) stated that although positioning is a measurement for differentiation, a concept like identity is still needed because positioning is a reflection of the product, rather than the brand as a whole.

Marketers need to position their brands clearly in target customers' minds. According to Dibb and Simkin (2001:251), brand positioning is one of the key essentials of marketing. Product positioning results from decision activities directed towards trying to create and maintain the company-intended product

concept in customers' minds. It is the creation of products' perceived image and standing. Kotler and Armstrong (2006:232) argue that a brand can be better positioned by associating the brand with the desired benefit like strong beliefs and values. A brand is a company's promise to deliver features, benefits, services and experiences to the buyer of such goods. When the brand name like in the case of Monsanto SA and the brand is different from the company name (dual branding) it could be harder to maintain. Strength of a brand is a good indicator of the strength of a company and its financial value. It can be argued that having a strong brand is more than half the battle won between price premium and market share. These strong brands provide higher profit margins and better access to distribution channels as well as a broad platform for product extensions. It is clear that brands can directly influence the sustainability of the business and its growth and creating shareholders' value. Van Eeden (1998:20) state that a problem can occur if product positioning is the only measurement that's been used for brand communication. Positioning doesn't have an inherent style, form, present value and manner when it comes to communication. It is then necessary that a brand's appearance come to the front in any form of communication around the brand. The brand identity forms a framework towards the total unity of the brand.

2.2.4.3 Brand identity

Chevalier and Mazzalovo (2004:93-99) state that brand identity is that what the brand says to the consumers – making a difference between what it says and how they understand it. It constitutes the basis and the federating element of all the activities selected as being manifestations of the brand. A brand consists of and divides its essence from the variable perceptions it engenders among consumers to manage it well. A more precise initial definition of brand identity will be the capacity of a brand to be recognized as unique, over time, without confusion, thanks to the elements that individualise it. In the early 1980s the use of brand identity appeared, and quickly spread among professionals in

advertising agencies. The term originally selected, in a limited sense, everything that can identify the brand by linking it to the content of the advertising material. It soon evolved towards a real personification of brands. Words like personality, individuality, and identity became more commonly used. There is also a common confusion between the concepts brand image and brand identity. *The image* corresponds to the perceptions induced in the different consumers who make up the market segments. They are receptive in nature. The *identity* is the substance of the brand, expressed via all the methods of communication used by the brand. It is emissive in nature. While the brand identity plays a central role in any strategy of communication, it is also affected in turn by decisions made by other functions.

2.2.4.4 Brand loyalty

Brand loyalty occurs when consumers show loyalty to certain brands and the result is normally a long-term relationship. The moment when a consumer or a buyer believes that they obtain benefits from maintaining a relationship with a brand, the product or provider combination, they normally strive to purchase the specific brand repeatedly (Varey, 2002:153). It could be a result of a good product quality, proven usefulness, and proper repeated marketing communication. Marketers aim at achieving brand insistence which means that consumers or buyers insist on the specific brand and refuse to accept the substitute. Marketers want this because this could give the product speciality value in the eyes of consumers. In such a situation a competitor will find it difficult to gain a foothold in the market. A question can be raised when dealing with brand loyalty (Monsanto SA, 2006:7).

What keeps consumers loyal to a brand?

- The brand provides high quality.
- The brand consistently performs.
- The brand is what they are familiar with.

- The brand offers good value/price.
- The brand fits their personalities.
- The brand effectively solves their problems.

2.2.4.5 Brand preference

Bouchikhi and Kimberly (2008:21) explained that the identity of a firm that makes and stands behind a product or service is becoming more important as the intrinsic attributes of that product or service, and that corporate branding enables leaders to use the firm's identity as a competitive weapon. Brand preference can be described as the brand those consumers or buyers prefer to other competing brands, a straightforward relationship between buyer and seller. Monsanto SA produced highly competitive products and the competing companies in the SA agriculture industry become increasingly similar. Without doubt, this means that the whole of the company's personality, its identity, will become the most significant factor in making a choice between one company and its products and another. Market research has shown that the DEKALB logo is the second-most recognised agriculture logo around the world, surpassed only by John Deere (Monsanto SA, 2006:7). The logo debuted in 1936, and while many farmers were initially reluctant to pay higher price associated with hybrid seed, DEKALB's message to growers used the image of an ear of corn with two wings that could help lift a grower's mortgage by providing higher yields and increased profits. Over the years the DEKALB logo has been modernised, but the "*winged-ear*" has remained a constant design element. According to a marketing communication session by Breytenbach (2008), the logo identity is a vital asset to Monsanto SA; it's the foundation for compelling their brand identity, which increased recognition and awareness to build their sales business.

Gregory and Wiechmann (1997:11) express forcefully the essence of an corporation and that a corporate branding programme must influence all forms of corporate communications: corporate advertising, brand advertising, media

relations, investor relations, customer service, employee communications, and more. Corporate branding subsumes corporate identity. It puts the manifestations of identity in service of the brand, including the company's name, symbols and logotype, and nomenclature system. In addition, the corporate brand may be reflected in the company's societal concerns.

The dividing line between "*brand identity*" and the "*corporate identity*" is clear. A brand is a wholly concocted creation that is devised solely to help sell and has no life of its own and the brand identity is aimed at one audience, the final consumer. On the other hand, company identity is aimed at many audiences like the final consumer, the trade, competitors, suppliers, local government, national government, trade associations, trade unions, the financial community, consumer associations, journalists and its own employees of various kinds of different places. Or the final consumer, the trade, competitors. The brand identity only looks outside to its audience of consumers; the identity of the company, the corporate identity, looks both inside and outside at a wide spectrum of audiences with different views of attitudes and interest in the company (Olins, 1978:121).

2.2.5 Burrows model of corporate identity

Some leading models can be studied to understand the process of how a corporate image is formed from corporate identity. Van Heerden (1993:27) identified three corporate identity models, namely Abratt's model of corporate identity, Burrows' model of corporate identity and Skinner and Von Essen's model of corporate identity and explained that it can be used as a starting point by a corporation who do not have a corporate identity strategy or those who want to change or revise their corporate identities. The Burrows model of corporate identity will be discussed and evaluated to find out if it is true that the corporate identity is derived from the management policy.

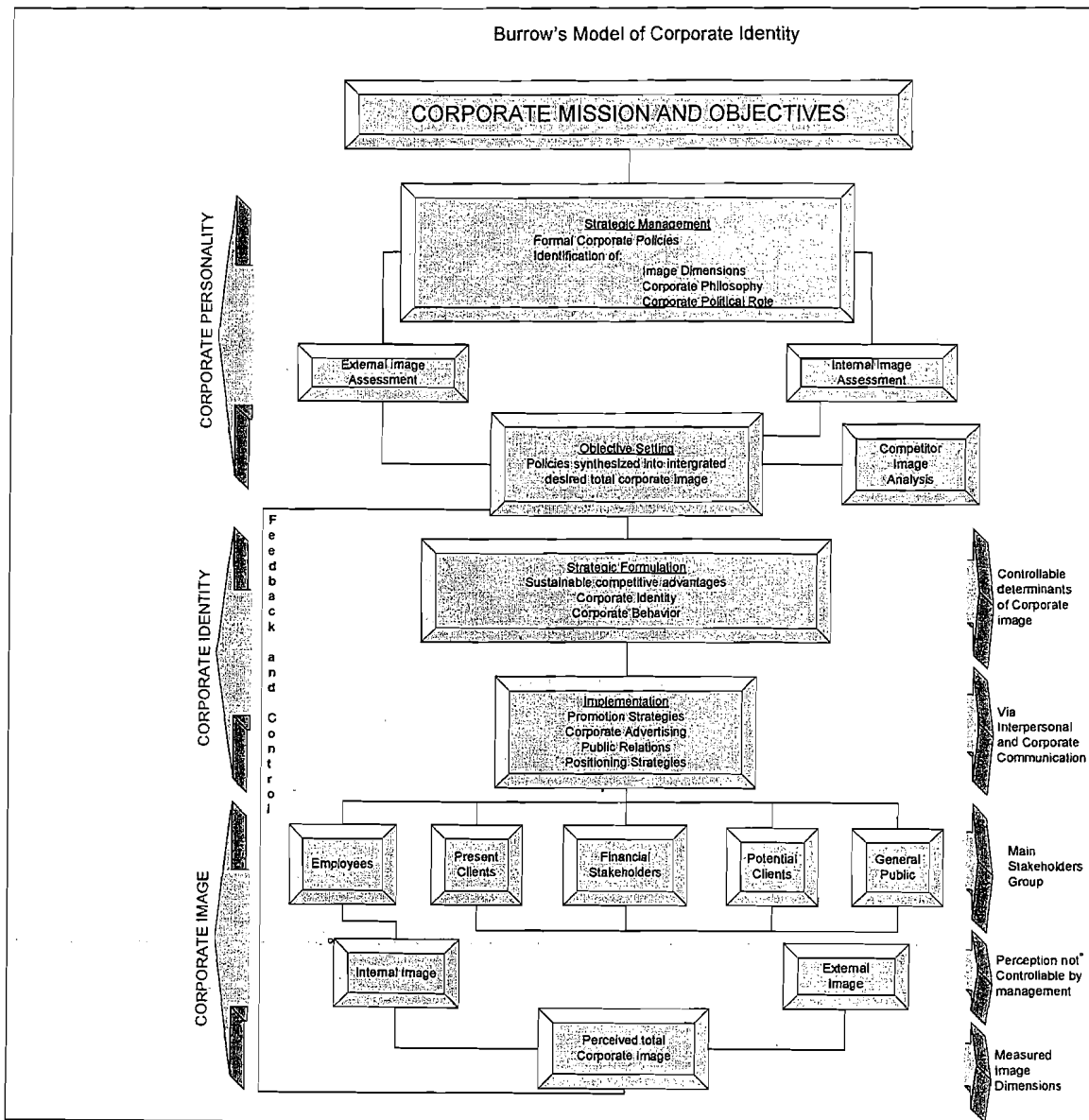
In the Burrows model of corporate identity (fig. 2.5), Van Heerden (1993:27) "*emphasises that the process of establishing a corporate identity starts when a corporate personality is synthesised into a corporate identity, which creates the corporate image. The perceived total corporate image influences the corporate policies because opportunities are created for feedback and control. Corporate behaviour is included as part of strategy formulation in this model*".

As shown in Figure 2.5, the Burrows model of the corporate identity management process describes three distinct stages.

- *The first stage* of the model, called corporate personality, once the corporate mission is clear, management sets the overall business objectives. The next key part involved those activities designed to effect the strategic management of the organisation. Once this strategic management is clear, internal and external assessments can be evaluated to re-design the marketing strategy. The next area of corporate personality will be objective setting, policies synthesized into integrated desired total corporate image. The last key part of this model will be the competitor image research and analysis about the organisation.
- *The second stage* of the model, called corporate identity, is the controllable determinants of corporate image, which are a subset of the strategy formulation for a sustainable competitive advantage related to corporate identity and behaviour. An interpersonal and corporate communications philosophy will emerge, namely promotion strategies, corporate advertising, public relations and positioning strategies.
- *The final stage*, stage three, is called corporate image. The image interface represents the point of contact between the various stakeholders and the company. The stakeholders' experiences are shaped with internal

or external image outcomes measured perceived corporate image dimension perceptions not controllable by management.

FIGURE 2.5: BURROWS MODEL OF CORPORATE IDENTITY



Source: Adapted from Van Heerden (1993:29)

2.2.5.1 Corporate mission and objectives

Olins (1991:28) stated that companies are concerned with loyalties, creating a common culture, shared values and a clear sense of direction. Mission statements tend to be about being fast, responsive, energetic and dedicated. These statements are often the corporate version of the old Boy Scout oath, which demanded, as he recalled, that thirteen-year-olds should be clean in body and mind. They reflect the wish rather than the reality. Companies feel the need to tackle the consequences of their own patterns of behaviour. Companies are diversifying (becoming involved in a large number of different, and sometimes distantly related businesses), they are also globalising (operating all over the world, in countries with quite different national cultures and behaviour patterns). They are also inevitable, because of these two factors decentralising the management of these operations. If they can't find ways of holding these activities together, global companies simply fall apart. They then search desperately for some kind of glue that each part of their business can share, look for a common identity.

Kotler (2000:66) assumed that good mission statements have three major characteristics. *Firstly*, mission statements focus on a limited number of goals. The statement: "We want to produce the highest-quality products, offer the most service, achieve the widest distribution, and sell at the lowest prices" claims too much. *Secondly*, they stress the major policies and values that the company wants to honour. Policies define how the company will deal with stakeholders, employees, customers, suppliers, distributors, and other important groups. These policies narrow the range of individual discretion so that employees act consistently on important issues. *Thirdly*, mission statements define the major competitive scopes within which the company will operate.

Cornelissen (2004:24) said that a mission is a general expression of the overriding purpose of the organisation, which, in an ideal world, is in line with the values and expectations of major stakeholders and concerned with the scope and boundaries of the organisation. The mission is often referred to with the simple question, "*What business are we in?*" A mission is the desired future state of the organisation. It is an aspirational view of the general direction in which an organisation wants to go, as formulated by senior management, and requires the energies and commitment of members of the organisation. According to Cornelissen (2004:25) objectives and goals are the more precise (short-term) statements of direction in line with the formulated vision, which must be achieved by strategic initiatives or strategies.

McDonald et al. (2005:80-81) state a mission statement may be the result of intensive and critical self-review for the company. Mission statements should position the services firm clearly in the markets in which it seeks to serve its customers and should provide an animated version with which employees can identify. Describing a mission statement as "*animated vision*", he suggests that it should be forward-thinking, inspirational and dramatised. Once the mission is communicated it should have the capacity to motivate the workforce towards organisational goals. Companies should make employee engagement a high priority in their mission statements; as in a service organisation it is often the collective behaviour of employees which brings success or failure. Once the mission has been developed, attention needs to switch to the corporate objective and strategies. Corporate objectives and strategies need to be consistent with the sense of identity and direction provided by the mission statement.

Kozami (2005:69-70) claimed that a mission statement defines the basic existence of a company. This statement reflects the corporate philosophy, identity, character, and image of a company. For a mission statement to be effective the following seven characteristics should be present:

1. It should be feasible, realistic and achievable.
2. It should be precise, not so narrow as to restrict the organisation's activities and not be too broad to make itself meaningless.
3. It should be clear to lead to action.
4. It should be motivating for members of the organisation and society, and find it worthwhile to work for such an organisation or being its customers.
5. It should be distinctive otherwise it won't have much impact.
6. It should indicate major components of strategy, that the company is likely to follow a combination of stability, growth, and diversification strategies in future.
7. It should indicate how objectives are to be accomplished.

Marconi (1996:23) advises a company to be certain that the company has a mission statement, so that all employees read and sign it and to maintain a level of customer service and satisfaction that could help define and maintain the public image. A company needs to turn its mission into detailed supporting objectives for each level of management and those managers should have objectives and be responsible for reaching them.

For example, Monsanto SA operates in the agricultural biotechnology business. Monsanto SA (Appendix C) defines its mission as "*improving the future of farming, improving the future of food, abundantly and safely*". It seeks to help feed the world's exploding population while at the same time sustaining the environment. Its advertisement asks us to "*Imagine innovative agriculture that creates incredible things today*". This mission leads to a hierarchy of objectives, including business objectives and marketing objectives. Monsanto's overall objective is to build profitable customer relationships by developing better agricultural products and getting them to market faster at lower costs. It does this by researching products that safely help crops produce more nutrition and higher yields without chemical spraying. But research is expensive and requires improved profits to plough back into research programmes. So improving profits

becomes another major Monsanto SA objective. Profits can be improved by increasing sales or reducing costs. Sales can be increased by improving the company's share of the U.S. market, by entering new foreign markets, or both. These goals then become the company's current marketing objectives. Marketing strategies and programmes must be developed to support these marketing objectives. To increase its U.S. market share, Monsanto SA might increase its products availability and promotion. To enter new foreign markets, the company may cut prices and target large farms abroad. These are its broad marketing strategies. Each broad marketing strategy must then be defined in greater detail. For example, increasing the product's promotion may require more sales people and more advertising; if so, both requirements need to be spelled out. In this way, the firm's mission is translated into a set of objectives for the current period.

Olins (1978:81) stated that corporate identity must be carefully related to the company's long-term and short-term objectives. Corporate identity can help to achieve the objectives in terms of recruitment, share price, community relations and marketing. He argued that corporate identity of such a company in the second phase of its development can be used as a management tool. It is used to sharpen and give point to personality of the company and can help it in achieving its corporate objectives. It is interesting to know that Olins (1978:82) explained the leader of the company is the first face of identity and that this leader holds the organisation together, gives style for better or worse. Such a leader controls the way it behaves, the way it looks, the way it speaks, what it produces and how it is doing business.

The mission statement includes a description of the corporation, objectives and its operating principles, its future visions and philosophies, and what the available resources will allow it to be. The mission statement sets the parameters of the corporate identity (Van Heerden 1993: 61).

Monsanto's mission and vision:

Monsanto's global vision is for abundant food and a healthy environment.

Monsanto's mission is to work to deliver products and solutions to:

1. Supply the world's growing food and fibre needs
2. Conserve the natural resources
3. Protect the environment
4. Serve its customers and shareholders

This overall mission statement can be cascaded to retail objectives as follows:

1. *Supply the world's growing food and fibre needs by:*
Applying innovation and technology, by using tools of modern biology, to make the customers (farmers), more productive, with fewer resources, and profitable by improving the ways they can produce healthier foods for consumers, fibre and feed.
2. *Conserve the natural resources*
Using biotechnology to produce products via no-till practices, improve the use of agricultural resources.
3. *Protect the environment*
Using biotechnology to produce products that bring environmental benefits, such as the reduced use of pesticides.
4. *Serve its customers and shareholders*
As farmers experience good value from traits, more biotechnology traits will be planted. This in turn will lead to an increased contribution to gross profit and free cash flow.

2.2.5.2 Strategic management

Kotler (2000:66) stated that policies can be defined as the way the company deal with stakeholders, employees, customers, suppliers, distributors and other important groups. It can be argued that the personality of an organisation is created by its policies.

Consistent with Olins (1989:132-133), corporate strategy is fundamentally about growth and of course profit. Both are vital for any business. A business plan is used in all companies to operate and grow as this incorporates a growth strategy. The business plan is the heart of corporate development, the blueprint for the company's expansion: it usually covers a three- to five-year period. This plan takes into account all those aspects of the business that are increasingly called 'hard issues' such as, areas the business wants to grow, diversification, location, pricing, cost of manufacture, information technology, equipment, capital resources and competitors behaviour. These hard issues haul with them a whole lot of soft issues, which growth plans want to ignore, but which are vital in determining the company personality and often its direction. The company's personality and culture is so often changed by these soft issues, and should be reflected in the company's visual identity. So the development and execution of a corporate strategy involves both hard and soft issues.

Corporate philosophy: Corporate personality provides management with an opportunity to develop a corporate philosophy. Corporate identity comes into being when there is a common ownership of the organisational philosophy that is manifest in a distinct corporate culture – the corporate identity. Consistent with Lancaster and Massingham (1988:30-31), the marketing concept is an idea or rather a philosophy of the crucial purpose and behaviour of a business. The philosophy is based on the belief of consumer power, the business purpose is to

create customers, satisfy the needs of its customers, otherwise in the long run will not survive and grow under normal competitive conditions. The first step to begin the process of implementation will be the acceptance of this philosophy. Mission, vision and value statements are often ambiguous. Imagine being a new employee, and the company you work for tells you to believe in certain philosophies (like your mother made you wear certain clothes). You know that these philosophies are very important and are related to your job, but it's not quite clear how. It can be asked, how much damage can these corporate philosophies do? A small group of employees create these ambiguous philosophies and is then challenged and forced onto all to apply. In most cases the problem isn't corporate philosophy but rather its application. Employees need to understand a philosophy to apply it in different situations. For the philosophy process to be meaningful, employees must be engaged with the creation process. Firstly, the organisation must help employees uncover and strengthen their own sense of purpose in their work, before engaging them in a corporate philosophy. Employees must classify themselves outside of the expectations of others. They must define what the purpose of their work is, what they enjoy and what success looks like to them to enhance their sense of individual purpose. Organisations must always remember that employees are the resource that makes things happens. Therefore, it is essential to obtain employees buy-in when crafting corporate philosophies.

Political role: Van Heerden (1993:13) states that the key to survival is a strong local corporate identity, when certain well-known international brands will be marketed in South Africa in the near future. These brands will be supported by well-known or strong corporations. To compete with these brands will place a huge burden on local corporations.

2.2.5.3 External and internal image assessment

Olins (1978:178-183) argued that an examination of the presence of the company is the first stage of the corporate identity programme. Start by using what already exists and ask the following questions:

- What is the organisation like now?
- What does it look like?
- What do people think about it?
- What are its products like?
- How does it compare with competitors?
- What are its strengths and weaknesses?
- What are the ambitions of the organisation?
- Where does it think it is going?
- How is it getting there?

The next step to achieve the company's ambition will be to determine the way in which the proposed corporate identity programme can help them. The first stage is to find out about the company; to achieve this, they must talk and listen to people. The investigation stage of a corporate identity programme is about quality rather than quantity and not about head counting. It's much more like investigative journalism than conventional market research. The audiences are divided into two groups for the corporate identity programme: internal, that's the people inside the organisation, and external, that's the people outside the organisation. It is vital not to concentrate too heavily on the head office and on the centre, because the temptation here is to stay near the power source and be influenced by it. If a company has several other factories, or sales points or depots, it's important to visit enough of them to get a feeling for their emotional and physical atmosphere. The company's problems and opportunities in the various countries in which it operates isn't always known by the people at the centre. The company sometimes operates under different names in different

countries, and sometimes has varying market share. There may be different methods of marketing, standards of quality, and even cultural climate may vary.

Three other factors that are rarely given sufficient consideration are:

- **Firstly**, the internal morale of the local organisation. How independent do they feel? How strong are the currents of nationalism in the country? How strong is the dislike of multinationals? Would trade unions utilize the change to the disadvantage of the company? In the local company, who do the people think they are working for? If the atmosphere changed, what would happen? What would local shareholders feel? What might the government of the host country feel?
- **Secondly**, this one is even more difficult to quantify, but is just as important as the other two. What benefits does the local operation derive from its association with the parent company? Does it get help in the following fields: technological, advanced equipment, financial assistance, training its people to higher standard than the competition? Why should the local company immolate itself as an entity, what will it get in exchange? Will the benefits be illusory or real?
- **Thirdly**, how can the centre actually direct the activities of the operating units? To what extent does it have the nervous system to do so?

Olins (1978:178-183) argued that the study should begin with a note from the chief executive. All managers should receive this, telling them that consultants have been appointed to work on a corporate identity programme and explaining what it is and what it involves. At this point the discussion can take a whole range

of directions: the following questions can be asked to enable the discussions to be directed into fields that are of particular interest to the investigation.

- Was there any organisational change over the last few years, for the better or worse?
- Has the market share fallen or improved?
- Were the mergers, takeovers necessary?
- How were they carried out?
- What has the effect been?
- Which side dominates the new organisation?
- Will there be further mergers?
- Are the things handled in the right way by new management?
- What would he do if he was in charge?
- How has morale been affected?
- Does he want more factory closures?
- What are the strength and weaknesses of the company and how does it compare with the competition?
- Are communications satisfactory?
- Do marketing and production get on well?
- How is the business moving?
- What products will the business be making in five years?

When interviewing outsiders a rather different situation prevails. Outsiders, even if closely involved, have a more detached attitude towards an organisation than its employees. Employees normally have a tendency to want to please, when being interviewed; we might incline to have a great knowledge and interest in the subject which is greater than what we really have. For these reasons interview with outsiders are usually different in intensity, if not in kind, from those with insiders. The following questions can be asked when interviewing outsiders:

- What sort of outsiders should be interviewed?
- How many of each sorts?
- How should individuals be picked and interviews arranged, within each category?

This must be determined by the individual study. In the case of consumer companies, use trade customers, with industrial companies, use direct customers. Make a point of using suppliers; they are involved in a network of intrigue, gossip and rumour. If their bills aren't being paid so quickly, they can see the company is in trouble. They can compare the efficiency of purchasing systems and quality control as well as the quantities of raw material purchased by all their customers. It is worth seeing competitors, as they tend to live in a world of rumour and half truth; although at more elevated levels the atmosphere between competitors becomes much friendlier, to the extent that in some industries the competition seems to disappear in reality if not in appearance at the top. Some other categories of outside organisations to consider are university appointments boards, trade unions, local labour exchanges and job shops is one group. Community relations, through local newspapers, local and regional authorities, local community groups, is another. The research and development activity, through independent research organisations, trade associations, university research institutes, is a third. Advertising agencies, accountants, research organisations and marketing consultants can sometimes be very important sources of knowledge. It's been established firstly, how the organisation is currently perceived by everybody who comes in contact with it, and secondly, why it is perceived in this way. This information is likely to be useful and salutary; it will help the organisation not only with its identity, but also with many other aspects of its activities.

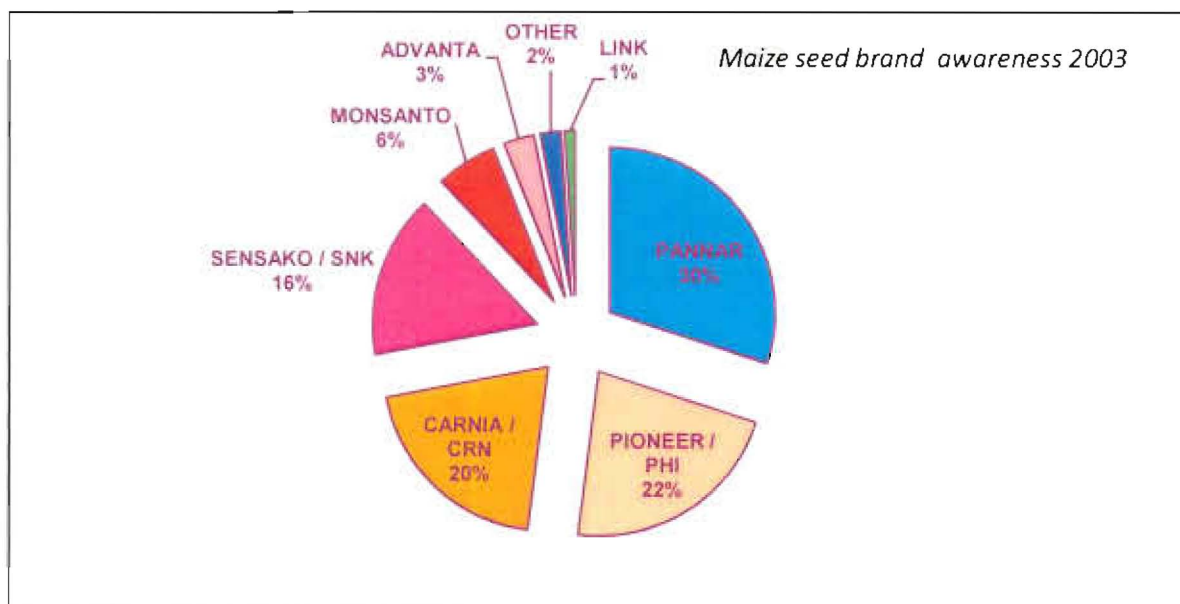
To conclude, *first* of all, the investigation will have indicated how the organisation sees itself at various levels. *Secondly*, it will have indicated how it is seen by others, and what it thinks of itself and what others think of it will become

apparent. *Thirdly*, the investigation will show how the organisation presents itself visually and, if disparities exist between how it is actually seen and how it wants to be seen, why these disparities exist.

2.2.5.4 Competitor image analysis of Monsanto SA

Monsanto SA found it important to determine what people at all levels within the company think about Monsanto's products or services and correlate the data with consumer market share. Many marketing surveys were found within the Monsanto SA marketing team, but the researcher could not find any marketing surveys which had evaluated the organisation's identity or image. A brand awareness survey in opposition to the competition was done by Objectivity (2003). The results in figure 2.6 show that the awareness levels for Monsanto SA was 6%, for Carnia 20% and for Sensako 16%. The respondents' awareness for the brand Carnia and Sensako were identified as 36% and for the organisation, only 6%. From this survey, it was clear that respondents in 2003 were more conscious of the brands than the organisation itself.

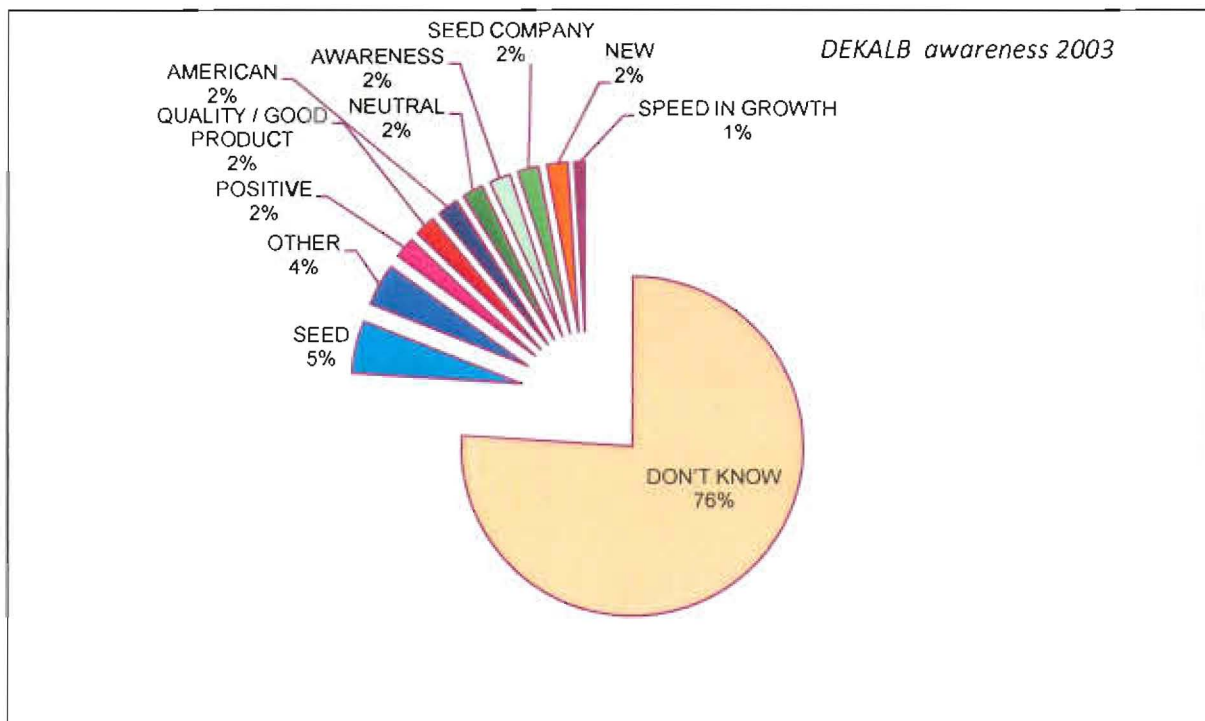
FIGURE 2.6: MAIZE SEED BRANDS AWARENESS 2003



Source: Adapted from Webster (2003)

Figure 2.7 illustrates from the 2003 survey, done by Objectivity (2003) that 76% of respondents did not know the new brand DEKALB. Only 2% identified the DEKALB brand with a seed company and 5% related the brand to a maize seed product.

FIGURE 2.7: DEKALB AWARENESS 2003



Source: Adapted from Webster (2003)

2.2.5.5 Strategic formulation

Sustainable competitive advantages: According to Olins (1989:88), competitors often share the same characteristics as themselves; although their products and services may be different from the competitors, they aren't that different. It might be the case that the differences between themselves and others in the market reside principally in the way they use their identities.

- Corporate identity* "The norm for many companies about to be born or born again through structural change, is to fashion a new corporate identity, i.e., the company's visual expression – its name, logo, colours, and nomenclature system. Corporate identity is generally concerned with the "look" of a corporation, with affirming an organisation's sense of itself through graphic design and the codification of style. It involves fabricating symbols and even a "tradition" for a company, in the way that new regimes in various countries attempt to legitimize their authority". (Gregory & Wiechmann 1997:8). These two authors also argue that the CEO of an organisation should ask if the corporate identity truly relates to the organisation's business plan to shift aspirations in the same time. Will the imposing of artificial sense of belonging on the employees be credible and whether the identity can endure beyond the next major acquisition, which may involve a new line of business with different kinds of employees.
- Corporate behaviour*: Dutton et al. (1994:239-263) highlight that organisational identity is driven by the degree of cohesion between the organisation and the employee, i.e. the level of their commitment and enthusiasm towards running and sustaining the organisation's long-term development. There are a number of elements associated with behaviour, including employee behaviour and management behaviour. Corporate behaviour stems from corporate actions in their entirety, both those that are planned and congruent with corporate culture and those that occur spontaneously. A clear distinction can be made between corporate behaviour and employee behaviour. Corporate behaviour is associated with senior management's task of instigating the clear communication of the corporate vision and strategy. Whilst employee behaviour is associated with the process by which employees relate to the organisation finally, senior management, through their actions and statements, exert a substantial influence over management behaviour.

2.2.5.6 Implementation

Marketing is not just about price, place promotion distribution and packaging – it is a mixture. Marconi (1996:26) explains that, “Marketers know that the term marketing itself has come to mean different things over the years. It has evolved into an umbrella under which packaging, positioning, pricing promotion; distribution sales, advertising, public relations and perhaps even research may fall”. Marconi (1996:26) argues that the focus of image marketing might be limited to those specific areas designed as primary avenues of awareness namely **advertising and public relations**. These two areas provide marketers the process to create, influence and maintain public perceptions.

2.2.5.6.1 Promotion strategies

Dibb and Simkin (2001:266) explain that “*Promotion in the marketing mix is the communication with individuals, groups or organisations in order to facilitate exchange by informing and persuading the audience to accept the business’s products or services. Communication is a sharing of meaning through the transmission of information.*” They point out that the key elements of the promotional mix are advertising, personal selling, public relations and publicity, sales, promotion, direct mail sponsorships and the Internet. Skinner and Von Essen (1987:123) define promotion as “*the marketing practice of temporarily offering better value for money. This is done in the hope that the offers of specific benefits will appeal to those whom they are addressed to and that from this will come specific efforts which are beneficial to the brand*”. The two authors also explained that promotion is an extra incentive over and above the product inherent qualities, established price, advertising and selling efforts. It’s the way in which products are presented to customers as to match their needs and perceptions.

A marketing programme positioning consists of integrating strategies for products, distribution, price and promotion. The term position designates how a company's marketing programme is perceived by the buyer in relationship to the programmes of key competitors. It is how a brand is positioned against its competition with respect to the product offering, distribution approach, prices, advertising and personal selling. All the elements of the marketing programme can affect the position (Cravens, 1987:321).

According to Cravens (1987:335), the position statement indicates position strategy used by management as a frame of reference and the competition serves as an explicit or implicit frame of reference. The following positioning approaches can be used:

Attribute: Use of one or more attributes, product features, of customer benefits associated with the firm's product brand.

Price/Quality: Various positions on the price/quality scale may be selected depending upon management's positioning objective. Examples range from Neiman-Marcus at the high end to Toys-R-Us at the low end.

Use or Application: This strategy positions the brand according to how the product is used or applied, such as "*Orange juice isn't just for breakfast anymore.*" Application positioning is used for various industrial products.

Product User: This type of positioning focuses on the person using the product. Revlon's Charlie cosmetic line introduced a lifestyle positioning strategy.

Product Class: This positioning approach involves association with a product-class, such as freeze-dried coffee compared to regular and instant coffee.

Competitor: This strategy explicitly positions a firm's brand against the competition. Datril used this approach when it entered the non-aspirin market against Tylenol".

Monsanto SA is constantly trying to differentiate their market offerings from competitors. In Appendix F, for example, Monsanto SA dreams up new services and guarantees, “DIS MOS MIELIES”, special rewards for loyal users, new conveniences and enjoyment. They succeed and competitors copy their market offering. As a result most of these competitive advantages last only a short time. Monsanto SA therefore constantly needs to think up new value – adding features and benefits to win the attention and interest of choice-rich, price-prone consumers.

It can be explained that promotion involves disseminating information about a product, product line, brand or company. It is one of the four key aspects of the marketing mix. The function of promotion are to inform consumers in a particular target market about the organisation market offering, persuade them to buy it and keep on reminding them to continue buying it. A promotional plan can have wide range objectives, including: sales increases, new product acceptance, creation of brand equity, positioning, competitive relations, or creation of a corporate image.

2.2.5.6.2 *Corporate advertising*

Corporate advertising can be described as institutional advertising, which aims to help the product or service become a better-known name, and that the main purpose is to raise awareness and recognition (Marconi, 1996:29).

Botha et al. (1994:196) defined corporate advertising from a management point a view as, *“Advertising can be regarded as controlled and paid, non-personal communication about a product, service or idea, which an identifiable communicator, in pursuing the objective of the enterprise, aims at specific target audience through the mass communication media with a view to informing, reminding and persuading this audience to take action to a particular action”*.

It can be argued that the purpose of corporate advertising is to promote greater awareness of the company or product to the investment or purchasing community. The overall advertising objective is to help build customer relationships by communicating customer value. Marconi (1996:26) also explains that advertising is a “*catch-all*” phrase and that corporate advertising, institutional advertising, image advertising, product advertising, co-op advertising and promotion advertising should always be considered.

Kotler and Armstrong (2006:426) argue that marketing management must make four important decisions when the organisation considered developing an advertising programme, namely setting advertising objectives, setting the advertising budget, developing advertising strategy (message decision and media decision) and the evaluating of the advertising campaigns. The first step is to set advertising objectives which should be based on past decisions about the target market, positioning, and the marketing mix. The objective must be a specific communication task with a specific target audience during a specific period of time with a primary purpose whether the aim is to inform, persuade or remind. The authors explain that *informative advertising* is used when an organisation introduces a new product category. *Persuasive* advertising become comparative advertising in which an organisation directly or indirectly compares its brand with one or more other brands. Reminder advertising is important for mature products which will assist to maintain customer relationships and to keep consumers thinking about a product. Table 2.1 lists some possible examples of each objective.

TABLE 2.1: POSSIBLE ADVERTISING OBJECTIVES

<i>Informative Advertising</i>	
Communicating customer value	Informing the market of a price change
Telling the market about a new product	Describing available services
Explaining how the product works	Correcting false impressions
Suggesting new uses for a product	Building a brand and company image
<i>Persuasive Advertising</i>	
Building brand preference	Persuading customers to purchase now
Encouraging switching to your brand	Persuading customer to receive a sales call
Changing customers perception of a product's attributes	Convincing customer to tell others about the brand
<i>Reminder Advertising</i>	
Maintaining customer relationships	Reminding consumers where to buy the product
Reminding consumers that the product may be needed in the near future	Keeping the brand in consumers' minds during off-season

Source: Adapted from Kotler and Armstrong (2006:427)

Marconi (1996:30) makes us aware that image advertising is intended to influence how people think of you and that the product in the advertisement you used is of secondary importance. He argued that the main thing is to show how much happier everyone will be and how the quality of life will improve thanks to its product or company and that it is typically represented in the “*can you see yourself in the picture?*” Image advertisements should have little or no emphasis on products, but product advertisements should reflect the image you want to present as well as the product. Marconi (1996:31) avers that product advertising is the least difficult type of advertising to understand but argue that it is the most difficult to produce successfully on a long-term basis. The product advertisement is a straightforward statement of the product’s qualities, benefits, and unique

characteristics. It could be a simple message: here's the product who and what we are and why you should buy what the product can offer. Product advertising is the statement of ongoing presence in the marketplace of your product or service and that it is important to build and maintain something that sets you apart from competition and to build market share.

2.2.5.6.3 *Public relations*

It can be argued that public relations is an alternative to advertising, personal selling, and sales promotions for disseminating marketing communications. Many definitions of public relations exist today. The South African Concise Oxford Dictionary (2005,10:944) defines the meaning of public relations as the professional maintenance of a favourable public image by an organisation or famous person. *"Public relationship practice is the social science of analysing trends, predicting their consequences, counselling, counselling organisations' leaders and implementing planned programmes of action which will serve both the organisation's and the public interest."* This is the definition of the nature and purpose of the public relations unanimously adopted by the World Assembly of Public Relations Association in 1978 (Skinner and von Essen, 1987:1). It can be argued that public relations are the deliberate, planned and sustained effort to establish and maintain good will and mutual understanding between an organisation and its publics.

Skinner and Von Essen (1987:2) elaborate on the definition from one of the most respected international public relationship practitioners, Sam Black, that public relations includes best practices like:

- All that is calculated to improve mutual understanding between an organisation and all with whom it comes into contact, both within and outside the organisation.

- Guidance on the presentation of the public “*public image*” of the organisation.
- Exploit to discover and eliminate source of misunderstanding.
- Action to broaden the sphere of influence of an organisation by appropriate publicity, advertising, exhibitions and so on.
- Everything directed towards improving communication between people or organisations.

Public relations helps to create a two-way communication with consumer and can assist the marketing department in recognising certain consumer needs and to explain marketers’ problems. Public relations can also tell a story of product complexity and market pressure to be able to keep up with the supply and above all, to show how the consumer benefits from product improvement, research, and keen competition (Skinner & Von Essen, 1987:3).

Monsanto SA uses public relations as a management tool which aims to develop a good name for the organisation by ensuring that Monsanto SA’s policies, product and service are acceptable. The in-house public relationship department is responsible for all corporate and product advertising as well as the compilation of direct mail-shots and other customer-orientated literature. An excellent internal communications programme has helped the company to improve productivity, developed a good *esprit de corps*, boost labour relations, instil a feeling of belongingness and lead to a sense of security and satisfaction amongst the staff. At Monsanto SA, the Public Relation and Human Resources office work closely together on the internal communications programme with the full backing of management in this regard. An effective public relations plan for the organisation exist to communicate a message that coincides with the organisational goals, mission, values and objectives and seek to benefit mutual interests whenever possible.

The organisation maintains an excellent relationship with the media, including the radio, news papers, and agriculture trade magazines. The public relations manager at Monsanto SA, Du Toit (2008), expressed that the agriculture trade magazines are especially important to the public relation office for publishing in-depth technical articles and success stories about the company and its products.

It can be concluded that public relations and corporate identity are knotted and supports each other as both strategies try to reach certain audiences and express corporate policy, points of views and philosophy. It is clear that the main aim of public relations is to forge effective two-way communication between the corporation and its various audiences and not only between the corporation and its media.

2.2.5.6.4 Positioning strategies

It is important to stress that the various elements of successful promotion, advertising, public relations and positioning strategies should be given equal status and be planned together. As said by Melewar and Karaosmanoglu (2006:862), positioning strategy is associated with the identity that a company strives for. They position themselves in order to be eminent from competitors and they do this through an investigation of their inherent strengths and weaknesses.

Van Heerden (1993:75-76) stated that positioning takes place in the mindset of the consumer. Positive equity needs to be achieved in the consumer minds, for this the corporation need to know the trick to manage their products. Positioning can be manipulated by providing exclusive product features. A better positioning can be achieved through tangible features, like product features, or through intangibles, like the reputation of the producer. Examples of how a corporation's identity can make a huge difference to position and differentiate the product are commitment to after-sales service, honouring of guarantees and help-lines. This

is especially true for producers with a branded corporate identity, brands with an unidentified of lesser known producer stand on their own when positioned.

2.2.5.7 General public

Every business organisation, however big or small, young or old, primitive or sophisticated, has social relationships. According to Balmer and Edmund (2000:258), high levels of corporate social responsiveness are another trend in the society's growing demand. An increasing number of consumers are concerned about the social performance of business firms. The two authors argue that surveys indicate that many consumers not only are concerned about the impact that commercial producers have on the environment, but are also willing to pay extra for environmentally kind products. Entrepreneurs have been quick to respond to this trend. Small companies have built its core strategy around projecting a socially and environmentally responsible image. Larger and older firms have awakened to public expectations, and keenly try to protect socially responsible identities through programmes ranging from ethical investment policies, and using environmentally kind packaging, to providing inner city schools with computers and creating and maintaining bird sanctuaries.

2.2.5.8 Perceived total corporate image

Marconi (1996:12) argues that the organisation must identify the target market and let the market know who you are, what you do and why they should care. Marconi (1996:21) also concludes that there is a direct correlation between level of awareness and market share. One can argue that the public want information about what it is buying and who's doing the selling. People take away the image of your organisation based on their perceptions and it's based on what they know of you and therefore it's important that the organisation manage and control the flow of information about the organisation to the greatest extent as possible.

Monsanto SA finds market research critical and wants to know as much as possible about the trends and factors which determine the perceptions of the market. An organisation must regularly re-evaluate its advertising and public relations efforts to ensure that they are consistent with the overall marketing goals and not just sales.

In accordance with Olins (1989:210), the target audience with whom every corporation deals can be divided into two categories: those who work for the company (the internal audience) and those who deal with it as outsiders. Everything the corporation is, that it does, communicates – to everybody with whom it deals. Everybody perceives all these communications individually. Each employee sees it through their own eyes. Individuals are affected by their age, seniority, closeness to the corporate headquarters, nationality, and the nature of their job. The corporation must adopt a consistent attitude towards all different groups of employees. An even broader franchise is being represented by the external audiences. There are direct customers, the trade and dealers and indirectly, the final consumer. The corporation will have a long-term relationship with these groups. Then there are the network of suppliers, competitors and collaborators. The supplier may be a competitor and a collaborator sometimes. It is a mistake to believe that each of these audiences lives tidily in its own little box. People buy things so a financial analyst may also be a customer. Corporations must always turn their attention to the noises that are being made by the various groups of people with whom they have a relationship. Consumers want attention, and the whole process of marketing has always been about giving consumers what they want, preferably before they even know they want it. Customers are not the only ones that need to be satisfied anymore: employees, shareholders, financial analysts, journalists, environmentalists and other parties all have different issues to raise. One way or the other, these needs must be acknowledged and satisfied.

2.2.6 General summary of Burrows model of corporate identity

From the Burrows model, personality is the glue that holds the organisation together and the personality forms the corporation's identity. The model explained that corporate identity is the personality of the corporation which is designed to accord with and facilitate the attainment of the business objective. The perceived total image influences the corporate policies because opportunities are created for feedback and control. Everything the organisation makes and sells, everything it says, writes down or displays, contribute to the construction of its identity. This model is most useful in that it attempts to integrate the problematic concept of corporate personality, identity and image.

A brief overview of the different audiences was compiled. The researcher can argue that the Burrows model can be used as a starting point by corporations who want to change or revise the corporate identities.

The researcher can criticise the Burrows model in that the model does not feature culture or a variable in the corporate image formation process.

2.3 SUMMARY

In this chapter corporate personality, corporate identity, corporate image have been identified and the interaction between these themes. A few important corporate identity models were discussed to visualise corporate identity.

From the literature study, the Burrows model substances of corporate personality, identity, and image was identified and discussed, how it leads to the forming of corporate image and how corporate identity and market strategy are

related. From the Burrows model of corporate identity, the researcher can argue that it is true that corporate identity is derived from management policy.

In this chapter, a literature review was provided and from this research flowed the design of the empirical research. The literature study concludes the fact that several factors play a role in the success of seed sales in the maize production areas. The research results that follow, is supportive of the literature. The next chapter, namely Chapter 3, forms the core of the study, and it deals with the empirical research.

CHAPTER 3

EMPIRICAL RESEARCH

3.1 INTRODUCTION

This chapter explains the methodology used in this research design, research procedure and the research results. This chapter will be explained in accordance to the research methodology developed by Van Heerden (1993). A semantic differential scale was used as research instrument. The development of suitable items was included in the semantic differential, employing a factor analysis to evaluate the data collected.

The semantic differential scale which was used to measure corporate image in this study is widely used in marketing research. The research data was primarily collected directly from customers of Monsanto SA or South African maize production growers.

The focus of this research is on the effectiveness of dual branding within the organisation; for example: the relationship between the corporate and brand logos of Monsanto SA and the different perceptions between them. Van Heerden (1993) assumed that the corporate logo serves as a mental switch or stimulus to create images in the minds of the respondents.

The primary objective of this investigation is to identify certain distinguishable factors between the corporate and brand logo that constitute the corporate image of Monsanto SA. The focus is on the nature and substance of the corporate logo as an associative marketing instrument in Monsanto SA. These factors will be

compared with the view generated from the literature review that visual and behavioural identity creates corporate image.

3.2 RESEARCH METHODOLOGY

The research consisted of qualitative and quantitative research.

3.2.1 Qualitative research

Qualitative research has been conducted by means of discussions with the Monsanto SA marketing team. The objective of this discussion was to identify factors of importance within the Monsanto SA maize seed agricultural sector. The focus group consisted of seven Monsanto SA sales managers including the CEO responsible for sixty sales representatives in all maize production regions of South Africa.

Following the focus group discussions, an open-ended interview questionnaire was discussed with each participant in order to capture their views regarding the success factors in the marketing of maize seed in the agricultural sector. This part of the research study was performed during June 2008, and played an important role in the identification of the criteria that were used to construct the measuring instrument.

3.2.2 Quantitative research

Using the gathered information collected from the discussion group, a structured questionnaire with 32 factors was drafted. The questionnaire consisted of the identified factors and specific criteria to further evaluate each factor. The same factors were used to compare the corporation, Monsanto SA against its brand

DEKALB, to measure the effectiveness of dual branding in the agricultural sector. A 5-point Likert scale was used to capture the views of the respondents.

Cronbach's alpha was calculated to ensure validity and internal stability, where after the data were subjected to an exploratory factor analysis. A total of 281 questionnaires (141 of the Monsanto logo and 140 of the DEKALB logo), were completed in order to obtain data. The population consisted of the potential customer base, including mostly current maize production farmers eligible to purchase seed. The same population completed both questionnaires for each logo with a small time period in-between, not looking at the previous answers.

Quantitative research was done by processing and analysing literature studies and statistics. This information was analysed to use as supportive data for the structure of the research project.

3.2.2.1 Semantic differential scale

In this study, the semantic differential, which is used to measure corporate image, was used. Semantic differentials were first developed in 1957 by Osgood et al. as a reliable way to measure attitudes. The scale can be applied to any investigation where people's opinions and any subject are required. Shields (2005:116) explained that semantic differential is a highly generalised technique of measurement which must be adapted to the requirements of each research problem to which it is applied.

The semantic differential scale is easy and quick to administer and is widely used in marketing research surveys. A five-point semantic differential scale was employed and numbers to represent the continuum between the anchors. Five point scales are commonly used in consumer research, mainly because researchers suspect these scales tends to be more easily understood by

respondents. The anchors on either end of the scale are strong opposites with various intervals in between in the following form:

<i>Bad</i>	1	2	3	4	5	<i>Good</i>
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Participants are then asked to mark where their feelings lie on the scale. This scale has the advantage that subjects can indicate whether they judge the company or product by the logo to be bad or good by marking the extremities (1 or 5, respectively), or whether they have not formed an opinion of the logo by marking position 3, a neutral position half way between the two extremes.

Martins et al. (1999:226) explain that the semantic differential scale is used in comparison to the characteristics of two or more brands or items or attitudes towards them. A large number of products or brands can be tested for a large number of properties in a comparatively short interview.

3.2.2.2 Likert Scale

The Likert scale was used, which requires a respondent to indicate a degree of agreement or disagreement with each of a series of statements related to attitude object. Likert questions are very similar to semantic differential scales. In order for questions to be considered on a Likert scale, it must indicate some level of agreement or disagreement. It can be argued that Likert scales can be composed like a semantic differential scale.

3.3 RESULTS

The results consist of:

- a demographic profile;
- descriptive statistics (mean values, standard deviations and effect sizes);
- and a

- Exploratory Factor Analysis (Varimax rotation normalized).

Statgraphics 8.0 was employed as a statistical tool to analyse data. A minimum factor loading of 0.5 were met, and items scoring less than this loading were omitted from the factors.

3.3.1 Demographic profile

The profile of each group of respondents includes:

- Does the respondent purchase maize from the company?
- From whom does the respondent purchase maize from the company?
- Age group of the respondent.

The information is summarized in the next three tables.

TABLE 3.1: YES OR NO PURCHASING PROFILE

Monsanto SA		DEKALB	
Yes	No	Yes	No
99.30%	0.70%	98.60%	1.40%
N=141		N=140	

The question was asked whether the respondent is purchasing maize from the company or not. The respondents of Monsanto SA indicated that 99.3% do purchase maize from the company. The respondents of DEKALB indicated that 98.6% do purchase maize from the company. Table 3.1 shows that a very high percentage from both respondents purchases maize from the company and do have some information or knowledge related to the company.

TABLE 3.2: PURCHASING PROFILE

Monsanto SA			DEKALB		
Monsanto sales representative	Distributors	Monsanto agent	Monsanto sales representative	Distributors	Monsanto agent
96.40%	0.70%	2.90%	96.40%	1.40%	2.10%
N=141			N=140		

Table 3.2 indicates the business unit within the company from which the respondents purchase maize seed from. A very high percentage of 96.4% in both groups is covered by the Monsanto SA sales representatives.

TABLE 3.3: AGE GROUP

Monsanto SA				DEKALB			
Age group				Age group			
20 – 30	31 – 40	41 – 50	51+	20 – 30	31 – 40	41 – 50	51+
12.10%	29.80%	34.00%	24.10%	12.20%	27.30%	35.30%	25.20%
N=141				N=140			

The higher percentage of respondents in both groups is within the age group of 41 – 50 years. Table 3.3 points to the fact that all age groups purchase maize from the company and the lowest percentage of respondents is from the age group 20 – 30 years.

3.3.2 Mean values

The research also calculated the mean value of each criterion as well as the standard deviation. Table 3.4 analyses the mean values of DEKALB and Monsanto SA. In all the results, **Group 1** represent **DEKALB** and **Group 2** represents **Monsanto SA**.

TABLE 3.4: ANALYSIS OF MEAN VALUES

Paired Samples Statistics					
		Mean	N	Std. Deviation	Std. Error Mean
Pair 1	v1 gr 1	4.4000	140	.83795	.07082
	v1 gr 2	2.7000	140	.97228	.08217
Pair 2	v2 gr 1	4.5971	139	.75871	.06435
	v2 gr 2	4.3813	139	.66371	.05630
Pair 3	v3 gr 1	4.4710	138	.84743	.07214
	v3 gr 2	4.6739	138	.55583	.04732
Pair 4	v4 gr 1	4.5214	140	.77244	.06528
	v4 gr 2	4.3214	140	.85888	.07259
Pair 5	v5 gr 1	4.4000	135	.83933	.07224
	v5 gr 2	4.4741	135	.65597	.05646
Pair 6	v6 gr 1	4.3929	140	.90320	.07633
	v6 gr 2	4.0857	140	.91734	.07753
Pair 7	v7 gr 1	4.4892	139	.77429	.06567
	v7 gr 2	4.2662	139	.80376	.06817
Pair 8	v8 gr 1	4.4929	140	.78196	.06609
	v8 gr 2	4.4500	140	.64957	.05490
Pair 9	v9 gr 1	4.6857	140	.73048	.06174
	v9 gr 2	4.4714	140	.61682	.05213
Pair 10	v10 gr 1	4.5429	140	.71340	.06029
	v10 gr 2	4.7143	140	.52678	.04452
Pair 11	v11 gr 1	4.4493	138	.88022	.07493
	v11 gr 2	4.4638	138	.62967	.05360
Pair 12	v12 gr 1	4.5072	138	.80370	.06842
	v12 gr 2	4.4348	138	.68302	.05814
Pair 13	v13 gr 1	4.5547	137	.78515	.06708
	v13 gr 2	4.4380	137	.68451	.05848
Pair 14	v14 gr 1	4.5109	137	.74869	.06397
	v14 gr 2	4.5620	137	.65148	.05566
Pair 15	v15 gr 1	4.3723	137	.81356	.06951
	v15 gr 2	4.5620	137	.59237	.05061
Pair 16	v16 gr 1	4.5652	138	.72451	.06167
	v16 gr 2	4.3913	138	.60935	.05187
Pair 17	v17 gr 1	4.4388	139	.79959	.06782
	v17 gr 2	4.4964	139	.65247	.05534
Pair 18	v18 gr 1	4.5000	140	.76337	.06452
	v18 gr 2	4.3357	140	.73564	.06217

TABLE 3.4: ANALYSIS OF MEAN VALUES (Continued)

Pair 19	v19 gr 1	4.5899	139	.75960	.06443
	v19 gr 2	4.5468	139	.65079	.05520
Pair 20	v20 gr 1	4.5620	137	.75597	.06459
	v20 gr 2	4.5474	137	.67487	.05766
Pair 21	v21 gr 1	4.4000	140	.80287	.06786
	v21 gr 2	4.5500	140	.62703	.05299
Pair 22	v22 gr 1	4.4820	139	.75520	.06406
	v22 gr 2	4.2446	139	.78797	.06683
Pair 23	v23 gr 1	4.3000	140	.80198	.06778
	v23 gr 2	3.9357	140	.94611	.07996
Pair 24	v24 gr 1	4.4593	135	.80819	.06956
	v24 gr 2	4.2593	135	.73264	.06306
Pair 25	v25 gr 1	4.5683	139	.73278	.06215
	v25 gr 2	4.4820	139	.68475	.05808
Pair 26	v26 gr 1	4.4161	137	.81927	.07000
	v26 gr 2	4.5547	137	.72680	.06209
Pair 27	v27 gr 1	4.4783	138	.79430	.06762
	v27 gr 2	4.2246	138	.74499	.06342
Pair 28	v28 gr 1	4.6277	137	.81356	.06951
	v28 gr 2	4.2555	137	.83163	.07105
Pair 29	v29 gr 1	4.4317	139	.86015	.07296
	v29 gr 2	4.6619	139	.58426	.04956
Pair 30	v30 gr 1	4.2734	139	.87481	.07420
	v30 gr 2	4.3957	139	.70832	.06008
Pair 31	v31 gr 1	4.5942	138	.74125	.06310
	v31 gr 2	4.2609	138	.78586	.06690
Pair 32	v32 gr 1	4.3929	140	.83706	.07074
	v32 gr 2	4.5714	140	.65857	.05566

Table 3.4 indicates the average mean values for each group.(question 1 – 32). The average mean value for question 1 DEKALB is 4.4000 with a standard error mean of 0.07082. The average mean value for question 1 for Monsanto SA is 2.7000 with a standard error mean of 0.08217.

TABLE 3.5: ANALYSIS OF DIFFERENCES BETWEEN THE MEAN VALUES (PAIRED SAMPLE TEST)

Differences between questions	Paired Differences								Statistical Sig (2-tailed) p<0.05	Practical Sig (Effect size > 0.8)
	Mean	Std Deviation	Std Error Mean	95% Confidence Interval of the Difference		t	df			
				Lower	Upper					
Pair 1	v1	1.70000	1.25061	.10570	1.49102	1.90898	16.084	139	.000	1.36
Pair 2	v2	.21583	1.00551	.08529	.04719	.38446	2.531	138	.013	0.21
Pair 3	v3	-.20290	1.01204	.08615	-.37326	-.03254	-2.355	137	.020	0.20
Pair 4	v4	.20000	1.15179	.09734	.00753	.39247	2.055	139	.042	0.17
Pair 5	v5	-.07407	1.01209	.08711	-.24636	.09821	-.850	134	.397	0.07
Pair 6	v6	.30714	1.24598	.10530	.09894	.51535	2.917	139	.004	0.25
Pair 7	v7	.22302	1.06351	.09021	.04466	.40139	2.472	138	.015	0.21
Pair 8	v8	.04286	.97355	.08228	-.11982	.20554	.521	139	.603	0.04
Pair 9	v9	.21429	.93521	.07904	.05801	.37056	2.711	139	.008	0.23
Pair 10	v10	-.17143	.85615	.07236	-.31449	-.02836	-2.369	139	.019	0.20
Pair 11	v11	-.01449	1.06699	.09083	-.19410	.16511	-.160	137	.873	0.01
Pair 12	v12	.07246	1.00100	.08521	-.09604	.24096	.850	137	.397	0.07
Pair 13	v13	.11679	1.07146	.09154	-.06424	.29782	1.276	136	.204	0.11
Pair 14	v14	-.05109	.96498	.08244	-.21413	.11194	-.620	136	.536	0.05
Pair 15	v15	-.18978	.88727	.07580	-.33969	-.03987	-2.504	136	.013	0.21
Pair 16	v16	.17391	.87889	.07482	.02597	.32186	2.325	137	.022	0.20
Pair 17	v17	-.05755	.99105	.08406	-.22376	.10866	-.685	138	.495	0.06
Pair 18	v18	.16429	.98631	.08336	-.00053	.32910	1.971	139	.051	0.17
Pair 19	v19	.04317	1.00629	.08535	-.12560	.21193	.506	138	.614	0.04
Pair 20	v20	.01460	1.00722	.08605	-.15558	.18477	.170	136	.866	0.01
Pair 21	v21	-.15000	1.04520	.08834	-.32466	.02466	-1.698	139	.092	0.14
Pair 22	v22	.23741	1.14577	.09718	.04525	.42957	2.443	138	.016	0.21
Pair 23	v23	.36429	1.30968	.11069	.14544	.58314	3.291	139	.001	0.28
Pair 24	v24	.20000	1.13163	.09740	.00737	.39263	2.053	134	.042	0.18
Pair 25	v25	.08633	.97417	.08263	-.07705	.24971	1.045	138	.298	0.09
Pair 26	v26	-.13869	1.09935	.09392	-.32443	.04705	-1.477	136	.142	0.13
Pair 27	v27	.25362	1.05375	.08970	.07625	.43100	2.827	137	.005	0.24
Pair 28	v28	.37226	1.16321	.09938	.17573	.56879	3.746	136	.000	0.32
Pair 29	v29	-.23022	1.00950	.08562	-.39952	-.06091	-2.689	138	.008	0.23
Pair 30	v30	-.12230	1.08655	.09216	-.30453	.05993	-1.327	138	.187	0.11
Pair 31	v31	.33333	1.04869	.08927	.15681	.50986	3.734	137	.000	0.32
Pair 32	v32	-.17857	1.08135	.09139	-.35927	.00212	-1.954	139	.053	0.17

Table 3.5 compares the two groups with the exact same questionnaire been asked in Appendix G and H. The descriptions of the other questions are shown in Appendix G and H. In the analysis, only Question 1 shows significance in

difference in both the statistical and practical analyses. Question 1 deals with the fact whether or not the organisation understands the farmer requirements and is shown below.

1	not understanding farmer requirements	1	2	3	4	5	understanding farmer requirements
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The mean value differences between the 2 logos for the same question asked as indicated in table 3.2 is 1.70000. Ellis and Steyn (2003) explained that the statistical significance test (for example the t-test) is used to show that the result, such as the difference between two means, is significant and that this is an advantage of drawing a random sample enabling a person to study the properties of a population. Ellis and Steyn (2003) also argued that the p -value is a criterion, giving the probability that the obtained value could be obtained under the assumption that the null hypothesis (e.g. no differences between the means) is true. A small p -value, smaller than < 0.05 , is considered as sufficient evidence that the result is statistically significant. The authors argued that statistical significance does not necessarily imply that the result is important in practice as these tests have a tendency to yield small p -values (indicating significance) as the size of the data set increases.

Ellis and Steyn (2003) explained that to comment on practical significance is to use the standardised difference between the means of two populations, i.e. the difference between the two means divided by the estimate for standard deviation. Effect sizes can also be determined, practical significance can be understood as a large enough difference to have an effect in practice. Ellis and Steyn (2003) introduced a measure called the effect size, which makes the difference independent of units and sample size and relates it with the spread of data obtained. The authors also explained the guidelines to use for interpretation of the effect size:

(a) *Small effect: $d=0.2$, (b) medium effect: $d=0.5$ and (c) large effect: $d=0.8$.*

This research considers data with $d \geq 0.8$ as practically significant, since it is the result of a difference having a large effect. The small effect of $d=0.2$ indicated that the effect is not practically significant and will not be used in the interpretation of the results.

The results obtained from table 3.5 show that question one is the only research questionnaire that is practical significant in practice with an effect size > 0.8 with the size value of 1.36. So this means that only one question from the 32 questions that was asked to compare the two logos with each other from the same population of respondents is practical significant for use in the research. The rest of the results with an effect size value smaller than 0.8, as shown in table 3.5 are not practically measurable and will not be used due to the small effect.

From the analyses from the respondents for question 1 the author can argue that respondents feel that the DEKALB brand understands the farmer's requirements and that the company Monsanto SA do not understand the farmer's requirements. The respondents rated the brand better than the company itself.

3.3.3 Factor identification

Factor analysis is an approach which examines the associations among a large set of original measures and aims to reduce them to a smaller subset of explanatory factors for easier interpretation and is often referred to as a data reduction–interpretive technique (Martins et al., 1999: 369). The authors also explained that the observable measures are generally respondent perceptions, expectations or preferences which describe certain personality and behaviour traits which are normally not directly observable. A correlation matrix between all pair-wise measures is required as input data to analyse and examine associations between variables.

A factor analysis subsequently enabled the researcher to summarise 8 992 responses (281 respondents; 32 items; Monsanto SA and DEKALB) into a smaller number of factors. By summarising these responses it was hoped that certain underlying constructs or dimensions of corporate image and the differences between Monsanto SA and DEKALB would be found. The initial data set, consisting of 32 variables for each group, was subjected to Cronbach's Coefficient alpha (α) reliability test and both data sets had α values $> 0,70$ (Boshoff & Hoole, 1998:77). In addition, each identified factor from the factor analysis was also subjected to the Cronbach alpha test, and the α -value for the single factor extracted from the data pertaining to DEKALB was 0.989. The factor analysis identified two factors pertaining to Monsanto SA, and they had alpha values of 0.968 and 0.797, respectively.

TABLE 3.6: DEKALB TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
1	22.722	75.740	75.740	22.722	75.740	75.740

DEKALKB explains a favourable total variance of 75.7%. All this variance is explained by the first factor. It is also the only factor identified by the analysis (See Table 3.7 as well). The identified factor has been labelled and interpreted appropriately. Table 3.6 and table 3.8 for both groups also show the percentage of variance explained by each of the factors as well as the cumulative variance.

TABLE 3.7: DEKALB COMPONENT FACTOR

FACTOR	Component
	1
v26 weak brand image/ strong brand image	.911
v11 quit advertising/ lively advertising	.902
v4 organisation not too progressive/ organization always improving	.900
v31 low quality products/ high quality products	.898
v12 unreputable products/ reputable products	.895
v24 old-fashioned organisation/ modern organisation	.893
v20 organisation providing bad service/ organisation providing good service	.891
v19 unimportant to my business/ important to my business	.886
v14 unsuccessful organisation/ successful organisation	.884
v15 boring organisation/ interesting organisation	.883
v25 uncertain doing business again/ definite doing business again	.882
v32 complex doing business with/ simple doing business with	.882
v27 hazy communication/ clear communication	.881
v30 rigid when doing business/ flexible when doing business	.877
v7 slow service/ fast service	.875
v17 unattractive company/ attractive company	.871
v18 unpleasant doing business/ pleasant doing business	.868
v13 unknown products/ known products	.864
v23 unbelievable advertising/ believable advertising	.862
v9 low technology/ high technology	.861
v2 not a biotechnology organisation/ a biotechnology organisation	.860
v1 not understanding farmer requirements/ understanding farmer requirements	.860
v6 unstable brand/ stable brand	.858
v10 untrustworthy brand/ trustworthy brand	.856
v16 bad product performance/ good product performance	.854
v8 unlikeable products/ likeable products	.852
v5 plain brand/ stylish brand	.846
v29 meek advertising/ aggressive advertising	.832
v3 strange brand/ familiar brand	.823
v22 invisible logo/ visible logo	.790

Variables that are highly correlated with each other are grouped together under a single factor. The factor analysis for DEKALB (table 3.7) revealed that one factor could be identified from the data and illustrated the items significant for the one factor.

A suitable description for this factor seems to be **dynamism**. Some of the above items fit well together and are supportive of each other. A brand name that

understands farmer requirements, *always improving, stylish, stable, likeable, fast, trustworthy, lively, reputable, interesting, attractive, aggressive, flexible, pleasant doing business, modern, clear communication*, is definitely very dynamic. These items are all very intangible; they may be seen to constitute corporate behaviour.

Two items, namely 'brand growing fast' and 'strong biotechnology image' did not contribute to this factor.

TABLE 3.8: MONSANTO SA TOTAL VARIANCE EXPLAINED

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative%	Total	% of Variance	Cumulative%
1	15.093	50.309	50.309	15.093	50.309	50.309
2	2.276	7.587	57.896	2.276	7.587	57.896

The factor analysis in table 3.8 explained a cumulative variance of 57.9%.

TABLE 3.9: MONSANTO SA COMPONENT FACTORS

FACTORS	Component	
	1	2
v18 unpleasant doing business/ pleasant doing business	.823	
v27 hazy communication/ clear communication	.821	
v7 slow service/ fast service	.795	
v20 organisation providing bad service/ organisation providing good service	.786	
v14 unsuccessful organisation/ successful organisation	.783	
v17 unattractive company/ attractive company	.776	
v12 unreputable products/ reputable products	.772	
v25 uncertain doing business again/ definite doing business again	.771	
v31 low quality products/ high quality products	.769	
v19 unimportant to my business/ important to my business	.766	
v24 old-fashioned organisation/ modern organisation	.762	
v10 untrustworthy brand/ trustworthy brand	.758	
v30 rigid when doing business/ flexible when doing business	.757	
v1 not understanding farmer requirements/ understanding farmer requirements	.756	
v16 bad product performance/ good product performance	.751	
v11 quit advertising/ lively advertising	.744	
v4 organisation not too progressive/ organisation always improving	.737	
v15 boring organisation/ interesting organisation	.730	
v29 meek advertising/ aggressive advertising	.728	
v8 unlikeable products/ likeable products	.721	
v32 complex doing business with/ simple doing business with	.713	
v23 unbelievable advertising/ believable advertising	.696	
v26 weak brand image/ strong brand image	.678	
v13 unknown products/ known products	.655	
v2 not a biotechnology organisation/ a biotechnology organisation	.648	
v9 low technology/ high technology	.623	
v5 plain brand/ stylish brand		.813
v3 strange brand/ familiar brand		.672
v6 unstable brand/ stable brand		.637

Variables that are highly correlated with each other are grouped together under a single factor. Each distinct grouping of highly correlated original variables represents a separate factor. The factor analyses for Monsanto SA table 3.9 revealed that two factors could be identified from the data and illustrate the item significant for the two factors.

A suitable description for factor one also seems to be **dynamism**. According to the OED (2005:363), the meaning of dynamism is the quality of being dynamic,

philosophy, chiefly historical, the theory that phenomena can be explained by an imminent force. Most of these items fit well together with the factors of the DEKALB brand and are supportive of each other. An organisations brand name like Monsanto SA that *understand farmer requirements, always improving, stylish, stable, likeable, fast, trustworthy, lively, reputable, interesting, attractive, aggressive, flexible, pleasant doing business, modern, clear communication*, is definitely very dynamic. These items may also be seen to constitute corporate behaviour. Three items namely, 'brand growing fast', 'strong biotechnology image' and 'visible logo' did not contribute to any factor. The only difference between the brand and organisation items in factor one, is the item *invisible logo* which was excluded when evaluating the Monsanto SA logo.

A suitable description for factor two seems to be **visual identity**. These three items namely, *familiar brand, stylish brand* and *stable brand* fit well together and are supportive of each other. Van Heerden (1993:121) argued that visual identity is a major contributor towards corporate image but that dynamism contributes more to corporate image.

Table 3.10 serves as a summary of factors that were identified in this study to determine the corporate image of Monsanto SA and DEKALB. From the results, it can be argued that the respondents, when viewing the DEKALB logo, picture this brand name as one identity and do not associate it with the organisation Monsanto SA. It's been portrayed as one identity standing on its own. In the case of Monsanto SA, it can be argued from the results that respondents picture and associate the organisation Monsanto SA with the brand name DEKALB.

TABLE 3.10: FACTORS DETERMINING CORPORATE IMAGE FOR MONSANTO SA AND DEKALB

Factor	Represent	Monsanto SA	DEKALB
Factor 1	Dynamism	X	X
Factor 2	Visual Identity	X	

Table 3.11 compares the factors identified by Van Heerden (1993) in the South African banking industry, and the current study in the agricultural sector. Dynamism was identified as a common factor when matched up to against the agricultural market (organisation or brand) and therefore it can be argued that this factor represents behavioural identity (dynamism) in both industries research findings. This confirms the viewpoint that corporate image is not only formed by visual identity but also by behavioural identity.

TABLE 3.11: COMPARISON OF FACTORS IN DIFFERENT INDUSTRIES

Factor	Represent	Banking Institutions in SA *	Monsanto SA Current study	DEKALB Current study
Factor 1	Dynamism	X	X	X
Factor 2	Stability/Credibility	X		
Factor 3	Client/Customer service	X		
Factor 4	Visual Identity	X	X	

* Van Heerden (1993)

3.4 SUMMARY

This chapter serves as the backbone of the study. The literature review is provided, and from this research flowed the design of the empirical research. The data were collected via a measuring instrument at maize production farmers in the agricultural sector of the market, and the statistical analyses made use of descriptive as well as advanced techniques. The use of factor analysis is to determine the underlying constructs of a data set provided to be beneficial in this

application setting since it has supplied the researcher with additional information to assist the marketing team in identifying factors of importance to increase and grow the market business entity. The data set was validated by applying Cronbach's alpha and it proved to be reliable and stable.

In this investigation, for the brand DEKALB, one factor contributing to the brand image and was identified as **dynamism**. For Monsanto SA, two factors contributing to the organisation image is identified as **dynamism** and **visual identity**.

It can be argued that the respondents when looking at the DEKALB logo picture this brand name as one identity and do not associate it with the organisation Monsanto SA. It has been portrayed as one identity standing on its own. In the case of Monsanto SA, respondents picture and associate the organisation Monsanto SA with the brand name DEKALB. These results indicate that the corporate logo, as one of the elements of the corporate identity mix, can be used to create images in the minds of respondents because it serves as a mental switch or stimulus. The research results confirm the assumption that corporate behaviour and corporate visual identity contribute to visual identity. This argument is also supported by an earlier study done by Van Heerden (1993:123)

The next and final Chapter 4 consists mainly of conclusions and recommendations to all role-players concerned. The chapter offers, apart from the final conclusions and recommendations, insight on the acceptance or rejection of the research propositions. It mentions minor problems encountered during the research and, finally, provides a summary of the research.

CHAPTER 4

CONCLUSIONS AND RECOMMENDATIONS

4.1 INTRODUCTION

Chapter 4 offers conclusions and recommendations relating to the findings in Chapter 3. In the final chapter of this dissertation the discussion focuses on the conclusion of this investigation and recommendations are suggested. Conclusions are made, base on the findings of the factor analysis that formed part of the research results. The recommendations offered is a result of the conclusions drawn in the research. The chapter offers, apart from the final conclusions and recommendations, insight on the acceptance or rejection of the research propositions. The chapter aims to provide an advisory framework for the Monsanto SA marketing team to assist them in managing the effectiveness of dual branding to formulate their business strategies, to improve sales and turnover in future operations in the agricultural sector.

4.2 CONCLUSIONS

This study explored the factors of importance to the customer when purchasing maize seed by looking at the logo. This study indicated which factors were relevant, and which were of less importance to the customer. The data set was analysed by means of factor analysis.

4.2.1 Conclusions: DEKALB

Conclusion 1:

In the analysis, only question 1 (Table 3.5) showed a significant difference. This question dealt with the fact whether or not the organisation understands the farmer requirements when viewing the two different logos at different times. The respondents indicate that DEKALB do understand farmer requirements (mean value of 4.40), and that Monsanto SA does not really understand farmer requirements (mean value of 2.70).

Conclusion 2:

The researcher concluded that DEKALB has a strong brand identity. The respondents identified with the brand and not Monsanto SA. The brand DEKALB identifies a product to the respondents and differentiates it from the competitor's products. DEKALB has a brand reputation and has value in the minds of customers. This unified identity has been labelled *dynamism*.

From figure 2.7 (in chapter 2) it is evident from the historical survey (Objectivity, 2003) that 76% of respondents did not know the new brand DEKALB. With this current survey of 2008, this deficit of the past has been eliminated, and all respondents knew the brand DEKALB. They did, however, not necessarily make a strong connection to Monsanto SA as the company. Respondents today perceive that the brand do understand farmer requirements. Evidently, the current marketing strategy of the DEKALB brand is very successful.

Conclusion 3:

The factor *dynamism* was identified and is tested to be reliable because it was subjected to the Cronbach's Coefficient alpha (α) reliability test with a α -value of 0.98.

Conclusion 4:

The cumulative variance for the factor loading to DEKALB is high (76%). In addition, the high Cronbach alpha value of the factor supports the fact that statistically a good and reliable fit to the data exists.

4.2.2 Conclusions: Monsanto SA

Conclusion 1:

Refer to Conclusion 1 of DEKALB. The respondents indicate that Monsanto SA and DEKALB differ significantly except on the first question.

Conclusion 2:

From the results in the case of Monsanto SA, respondents relate the identity, the corporate name and the brand name of the organisation. The core factor identified is also *dynamism*. However, this factor explains less variance than was the case with DEKALB (50%). In addition, a second factor is present with Monsanto SA, namely that of *visibility* in the market. An explanation could be that a brand like DEKALB only deals in a straightforward relationship with one group of customers, while Monsanto SA operates in a complex tangled web of relationships over a much more extended business environment.

Conclusion 3:

The two factors that were identified resulted in favourable Cronbach's Coefficient alphas (α -values of 0.96 and 0.79 respectively). It is thus concluded that the factors are reliable.

Conclusion 4

The cumulative factor variance for Monsanto SA is less than that of DEKALB (58%), while dynamism as a factor only explains 50% variance. This is significantly less than the variance explained by DEKALB. As such (bearing in mind the explanation offered in Conclusion 2: DEKALB) Monsanto SA is perceived by the market to be more complex, while DEKALB is regarded to be a single factorial concept.

General conclusion

It is concluded that the empirical research was sound. A good response of 281 was received from a representative sample of the farming community. Data received were statistically tested and analysed, and satisfactory results were obtained from the factors that were identified.

4.3 RECOMMENDATIONS

From the research findings, there is a small difference how the respondents observe Monsanto SA and DEKALB. The factor dynamism was identified as a common factor and that visibility was not found in the brand DEKALB.

With regard to the comparison between Monsanto SA and DEKALB, only one factor was meaningful. It can be argued that there is no real practical difference between the two. It is thus recommended that:

1. The marketing strategies of the two identities should continue to dovetail in order to strengthen the perceptions in the market that a common factor in identity exists. DEKALB should be positioned to be the vehicle that transports Monsanto SA's brand value of *Dynamism*. Both have a favourable variance (DEKALB 76% and Monsanto SA 50%).
2. Visibility in the market also continues as this is also a transporter of identity.
3. Research continues in order to identify other identities (factors) that may be lurking within the Monsanto SA brand. As 43% of the variance are yet unexplained, and it should be identified and addressed. Monsanto SA must give attention to other dimensions of the brand; for example, the internal culture and external relationships of the organisation.
4. Research regarding DEKALB should also continue in order to determine if the brand identity really relates to only one factor. The DEKALB brand could also have latent factors within that could be valuable in constructing a marketing strategy.
5. Due to the fact that the DEKALB brand marketing strategy is so successful, the DEKALB brand should present itself as clear and understandable as possible. In addition, the relationship or link to Monsanto SA should always be confirmed. This would ensure that customers perform brand transfer between the different departments, divisions and other brands or products that Monsanto SA markets. This implies that the whole of the organisation's personality and its identity should become the most significant factor in making a choice between companies.
6. An open communication system and controlled corporate marketing and branding strategy is recommended so that every brand manager realises that each brand owned by Monsanto SA, also has a unique opportunity to

foster the corporate identity of the organisation. Brands that do not connect to support the identity or foster other identities within the group squander an opportunity to add value to the organisation in a strategically significant way. Additionally, a global strategy would minimise market confusion.

7. An awareness campaign is needed to sensitise all of the marketing managers in the Monsanto SA organisation to be a major role player when it comes to corporate identity strategies. They should realise the importance of corporate identity in the total business strategy. It is also their responsibility to share the plan and the implementation of the corporate identity programme with all Monsanto SA employees to realise and to understand the importance and the role which they play in corporate identity.
8. Although it can be argued that dual branding in the marketing strategy influences corporate identity and image negatively, this is only true in market confusion scenarios. Once the dual branding strategy become synonymous in its identity, significant benefits can be derived from it, especially if a number of brands exist within an organisation. The Monsanto SA marketing team must put a lot of emphasis to make sure not to confuse respondents by its dual branding strategy. It is thus recommended that Monsanto SA continues its dual branding strategy, enforcing both brands in the mind of the consumers.
9. In accordance with the previous recommendation, it is recommended that consistency in both exposure and message be maintained. The marketing team should identify the best corporate identity to be focused on in the marketing strategy of Monsanto SA to establish consistency of image. It is of the utmost importance that the brands speak with one unified voice. The organisational style must be clear, consistent and logical so that the potential purchaser recognises it on sight. Consistency also includes aspects such as the atmosphere surrounding the product the impression,

the packaging, colour and material profoundly influences how the customer feels about the brand or organisation.

4.4 AREAS FOR FUTURE RESEARCH

A very high percentage of the current respondents do purchase maize seed directly from the organisation. For future research it will be interesting to evaluate the results from respondents who do not purchase maize seed from the organisation but from the competition who exist in the same market sector. It will be interesting to identify the rest of the agricultural sector which factors contribute to corporate image and to compare it, with the current research.

The list by popular items used in the semantic differential might have been more complete because the possibility exists that certain important items were inadvertently excluded.

The factors identified as contributing to corporate image may be relevant only to the brand DEKALB and not the other brands under which Monsanto SA also market other products i.e. Round-Up, Lasso MT, DELTAPINE, Seminus, Guardian, Bullet, Carnia Seed, and more. It might have been an oversight not to have included the other brands when measuring the corporate image of Monsanto SA.

4.5 ACCEPTANCE OR REJECTION OF THE RESEARCH PROPOSITIONS

The research formulated four research propositions that should be either accepted or rejected as a result of the research.

P₀:

Confusion in the market exists between the corporate name Monsanto SA and the brand name DEKALB.

PARTIALLY ACCEPTED: The research showed clearly that two factors for Monsanto SA have been identified, and only one for the brand DEKALB. Two factors, dynamism and visibility were identified for Monsanto SA and as for DEKALB just one factor, dynamism was recognized.

P_A:

Confusion does not exist in the market between the corporate name Monsanto SA and the brand name DEKALB.

PARTIALLY ACCEPTED: See explanation P₀ above.

P₁:

Monsanto SA has a stronger corporate identity in the agriculture industry than DEKALB.

PARTIALLY ACCEPTED: Due to the two factors, dynamism and visibility, as identified in this investigation for Monsanto SA, respondents do relate the corporate identity with the brand DEKALB. The factor dynamism for the DEKALB brand only relates to the brand and is not linked to the corporate identity of Monsanto SA.

P₂:

DEKALB has a stronger corporate identity in the agriculture industry than Monsanto SA.

PARTIALLY ACCEPTED: See explanation P₀ and P₁ above.

4.6 SUMMARY

Chapter 4 consisted of research conclusions and the recommendations made concerning the strategic direction the company needs to follow to improve the ideal corporate identity when the corporate name differ from the brand name, the effectiveness of dual branding in the agricultural sector, when it comes to marketing strategy. This chapter reports on the acceptance or rejection of the research propositions, highlights areas for future research and concludes the research by means of a summary. Additional material relevant to the research, such as the measuring instrument, is attached as appendices at the end of the research report.

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APPENDIX A Monsanto SA's various brand images



Sukses lê in een oplossing
Success lies in one solution

MONSANTO



MONSANTO TEL: 011 790-8200
www.monsanto.co.za

APPENDIX B Monsanto Logo



APPENDIX C Monsanto Imagine Advertising



APPENDIX D DEKALB Logo



APPENDIX E DEKALB Advertising



INNOVASIE
altijd daar

... DEKALB innovasie!



Om je met een succesvolle, gezonde en duurzame oogst **DEKALB** te laten groeien. **DEKALB** is een toelating tot innovatieve zaai technologie met 3 zaaiertjes per de kern met verbetering van de zaai-energie te zien.

De zaai is er altijd daar! In zware omstandigheden, gezonde zaai-energie, hoge efficiëntie en bescherming. Dit is de manier waarop je kunt zien in een heel veld.

En voor totale gezondheid met **DEKALB** is jou succes tot de winst niet te verliezen.

DEKALB - groei jou wins, natuurlijk!

DEKALB is een handelsmerk van DEKALB. © 2011 DEKALB. Alle rechten voorbehouden.





DEKALB INNOVASIE *altijd daar*

Skakel jou winste aan...

... met die voordele van **DEKALB** innovasie!

MONSANTO 



APPENDIX F Confusion in the display advertising

PANNAR Brand linked to PANNAR *DEKALB Brand linked to Carnia*



PIONEER Brand linked to PIONEER *DEKALB Brand linked to DEKALB*



PANNAR - Linked to PANNAR *DEKALB - No link to Monsanto SA*



APPENDIX G Monsanto SA Questionnaire

MONSANTO



Date completed: ___ (d) / ___ (m) /

Do you purchase maize seed from this company?

YES

NO

MONSANTO



From whom do you purchase maize seed?

Monsanto sales representative

Distributors

Monsanto agent

Your Age:

20-30

31-40

41-50

51 +

Study the logo briefly. Please describe how you perceive Monsanto SA, on the basis of the logo you see, by placing an "X" on the appropriate number at each of the scales below.

For example:

<i>Bad</i>	1	2	3	4	5	<i>Good</i>
------------	---	---	---	---	---	-------------

1	not understanding farmer requirements	1	2	3	4	5	understanding farmer requirements
2	not a biotechnology organisation	1	2	3	4	5	a biotechnology organisation
3	strange brand	1	2	3	4	5	familiar brand
4	organisation not too progressive	1	2	3	4	5	organisation always improving
5	plain brand	1	2	3	4	5	stylish brand
6	unstable brand	1	2	3	4	5	stable brand
7	slow service	1	2	3	4	5	fast service
8	unlikeable products	1	2	3	4	5	likeable products
9	low technology	1	2	3	4	5	high technology
10	untrustworthy brand	1	2	3	4	5	trustworthy brand
11	quiet advertising	1	2	3	4	5	lively advertising
12	unreputable products	1	2	3	4	5	reputable products
13	unknown products	1	2	3	4	5	known products
14	unsuccessful organisation	1	2	3	4	5	successful organisation
15	boring organisation	1	2	3	4	5	interesting organisation
16	bad product performance	1	2	3	4	5	good product performance
17	unattractive company	1	2	3	4	5	attractive company
18	unpleasant doing business	1	2	3	4	5	pleasant doing business
19	unimportant to my business	1	2	3	4	5	important to my business
20	organisation providing bad service	1	2	3	4	5	organisation providing good service
21	brand not growing fast	1	2	3	4	5	brand growing fast
22	invisible logo	1	2	3	4	5	visible logo
23	unbelievable advertising	1	2	3	4	5	believable advertising
24	old-fashioned organisation	1	2	3	4	5	modern organisation
25	uncertain doing business again	1	2	3	4	5	definite doing business again

26	weak brand image	1	2	3	4	5	strong brand image
27	hazy communication	1	2	3	4	5	clear communication
28	weak biotechnology image	1	2	3	4	5	strong biotechnology image
29	meek advertising	1	2	3	4	5	aggressive advertising
30	rigid when doing business	1	2	3	4	5	flexible when doing business
31	low quality products	1	2	3	4	5	high quality products
32	complex doing business with	1	2	3	4	5	simple doing business with

APPENDIX H DEKALB Questionnaire



Datum voltooi: ____ (d) / ____ (m) /



Koop u mieliesaad by hierdie organisasie?

JA

NEE

By wie koop u mieliesaad?

Monsanto verkoops
verteenwoordiger

Verspreider

Monsanto
agent

Ouderdom: **20-30** **31-40** **41-50** **51+**

Bestudeer die embleem vlugtig. Beskryf hoe u Monsanto SA waarneem, gebaseer op die embleem wat u sien, en plaas 'n "X" op die bypassende nommer by elk van die skale hier onderaan.

Byvoorbeeld:

<i>Sleg</i>	1	2	3	4	5	<i>Goed</i>
-------------	----------	----------	----------	----------	----------	-------------

1	het geen begrip van boer se behoeftes	1	2	3	4	5	het begrip vir boer se behoeftes
2	is nie 'n biotegnologiese organisasie	1	2	3	4	5	is 'n biotegnologiese organisasie
3	vreemde handelsmerk	1	2	3	4	5	bekende handelsmerk
4	organisasie nie te vooruitgaande	1	2	3	4	5	organisasie verbeter voortdurend
5	alledaagse handelsmerk	1	2	3	4	5	stylvolle handelsmerk
6	onstabiele handelsmerk	1	2	3	4	5	stabiele handelsmerk
7	stadige diens	1	2	3	4	5	vinnige diens
8	onaantreklike produkte	1	2	3	4	5	aantreklike produkte
9	lae tegnologie	1	2	3	4	5	hoë tegnologie
10	onbetroubare handelsmerk	1	2	3	4	5	betroubare handelsmerk
11	stemmige bemarking	1	2	3	4	5	lewendige bemarking
12	laag aangeskrewe produkte	1	2	3	4	5	hoog aangeskrewe produkte
13	onbekende produkte	1	2	3	4	5	bekende produkte
14	onsuksesvolle organisasie	1	2	3	4	5	suksesvolle organisasie
15	oninteressante organisasie	1	2	3	4	5	interessante organisasie
16	swak produk prestasie	1	2	3	4	5	goeie produk prestasie
17	onaantreklike maatskappy	1	2	3	4	5	aantreklike maatskappy
18	onaangenaam om besigheid te doen	1	2	3	4	5	aangenaam om besigheid te doen
19	onbelangrik vir my besigheid	1	2	3	4	5	belangrik vir my besigheid
20	organisasie verskaf 'n swak diens	1	2	3	4	5	organisasie verskaf 'n goeie diens
21	handelsmerk groei stadig	1	2	3	4	5	handelsmerk groei vinnig
22	onsigbare embleem	1	2	3	4	5	sigbare embleem

23	ongeloofbare advertensies	1	2	3	4	5	geloofbare advertensies
24	oudmodiese organisasie	1	2	3	4	5	moderne organisasie
25	onseker om besigheid weer doen	1	2	3	4	5	sal beslis weer besigheid doen
26	swak handelsmerk beeld	1	2	3	4	5	sterk handelsmerk beeld
27	vae kommunikasie	1	2	3	4	5	duidelike kommunikasie
28	swak biotegnologiese beeld	1	2	3	4	5	sterk biotegnologiese beeld
29	beskeie bemarking	1	2	3	4	5	aggressiewe bemarking
30	onbuigsaam om mee besigheid te doen	1	2	3	4	5	buigsaam om mee besigheid te doen
31	lae kwaliteit produkte	1	2	3	4	5	hoë kwaliteit produkte
32	ingewikkeld om besigheid mee te doen	1	2	3	4	5	maklik om besigheid mee te doen