

## **Branding Problems of Jaffna Made Products: A Multiple Case Studies of Manufacturers in Jaffna District**

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**ABSTRACT:** Branding is a key tool in marketing to any business whether local products or foreign products to win the market. good branding boosts the business activities and gains competitive advantages in the market place. This study shows the branding problems of Jaffna made products, and why they are ineffective in the market place. In the post war Jaffna Market there are number of new business from other districts of Sri Lanka, as well as from foreign countries have penetrated into the market. Due to that, consumers have more bargaining power than manufacturers, they have more choices to purchase product, because many branded products are available in the market place. Jaffna manufacturers transformed their businesses activities due to prolonged war and recently returned to their livelihood businesses. Due to the poor knowledge they have on branding, they face stiff competition in market place. This study analyzed the reasons behind the unsuccessfulness of Jaffna made products. Through the qualitative research methodology ten multiple case studies from 10 Jaffna Manufacturers were selected to collect data. Collected data were analyzed using content analysis method to identify the branding problems of Jaffna made products. This study has found that there are many reasons behind the branding problems, such as Poor-quality packaging, inadequate support to develop, lack of knowledge on branding, good external brands from other places, Poor quality production, Poor technology adoption, non-attractive packaging, insufficient marketing opportunity, and Deprived branding promotion. Each brand has unique problems in their labels and features. Each brand is compared with good quality brands and the ideas for improvement have been suggested by the researchers. This study found that due to many reasons they could not achieve the target market even though the Jaffna manufacturers have good product, Jaffna Manufacturers have to work hard to improve their brands to match the quality standards.

**KEY WORDS:** Branding problems, External branding and Strategy, Multiple Case studies, Manufacturers

### **I. INTRODUCTION**

Nature of marketing environment today is very modest for getting competitive advantages. The explosion of business firms all have marketing strategies and continues key changes reflect on it. The branding is key function in marketing strategies. According to Baker (1992) the competitive organizations in the changing environment are trying to survive by having considerable market share with value customers. If marketers want to increase market share they must have continued flow of products according to observing, identifying customers' thoughts, and expectations over the marketed products and identify how much experience and knowledge about their brand and how they react towards brand. A brand name helps an organization differentiates their self from its competitors. Today's customers expect product to have good branding they trust and buy branded products. Chasten (1999) mentioned that the marketer usually has to perceive the end user market to understand future purchase decision trends or future performance if an organization does not have any idea about where they, what they had, and they could not survive in its environment. In business environment company or industry must have good marketing strategies for their success. Branding is one key function of strategy in marketing. Building a good brand that helps to attain win-win situation to both customers and manufacturers in their market place. Branding has become so strong today, hardly anything goes unbranded. Branding helps buyers in many ways, brand names help consumers identify products that might benefit them. For example, most consumers would perceive a bottle of white line perfume as a high quality and expensive products but the same perfume in an

unmarked bottle would likely be viewed as a lower in the quality. Building and managing brands is perhaps the marketer's most important task. In global studied Riddham bavale,(2015) studied issues and challenges of branding includes some factors commonly manufacturer faces regarding brands in globally such as Language differences, color, culture different these creates huge troubles for marketers in crafting the advertising. Dibb & Sim kin, (2001) studied difficulties in managing brands. Garima Chaudhary, (2014) studied challenges of brand. Amran Harun at al. (2010) studied the important of branding to get sustainability in the local market. Bylonabeekubamfo (2012) studied consumer attitudes towards brands. Aniketsen Gupta,(2014) deliberated differentsbetween global brands and local brands. Srinivasan, (2014) studied Importance of branding strategic of growth of business. Navilla et.al.(2014) intentional customer based brand equity perceived risk market. Dessanayake, (2015) calculated brand building strategies towards customer attitudes. Mayank saxena, (2014) considered impacts of advertising on brands success. Velnampy et.al(2012) considered the how effect branding strategies in post war conflict environment. Karunanithy,& Sivesan.(2013) deliberated includes promotional mix, brand equity impact on mobile services, promotional mix is the vital elements in marketing.

At the present better response on product the more attractive of branding. Aaker, (1999) defined a name, term, sign, symbol, or design, or combination of these intended to identify the goods or services of one seller or group of seller and to differentiate them from those of competitors. Good Branding tells customers about product quality and gives more advantage to them. So if small or any other business want to capture and survive in market place they must have good branding strategies. Jaffna is rapidly growing district in Sri Lanka in the concurrent phase after the thirty-year war ended most of new branded business has increased in Jaffna. Also Small and Medium Enterprise related institution or Government could not give enough support to develop the Jaffna made branded products. Product's packaging, design, color all impact on branding. People more like to purchase the external brands because of their branding strategies, that is why Jaffna made branded products cannot survive successfully in the market. Current study intended to find the branding problems of Jaffna made products. There are many local made branded products as well as external branded products are available in Jaffna market place. In this situation Jaffna made products of manufacturers have to face many problems related branding. Based on the background of study and the research gab clearly identified the important of branding in marketing. Branding is a key element of business to success in locally or internationally. Jaffna manufacturers do not concern on branding strategy as well as don't know the impact of good branding on customer purchasing decision. Product 's packaging, design, color most impact on branding. people more like to purchase the external brands that is why Jaffna made branded products cannot survive successfully in the market. Current study intended to find the branding problems of Jaffna made products.

## **II. NEED FOR THE STUDY**

There are many research topics related to branding and brand based knowledge published in international as well as local Journals. Most of them tested theories in empirical form. There should be a link needed between business communities and the academicians. Large or medium sized organizations hire researchers and do researches to identify the marketing problems and get solution from their effort. Micro level business communities are the small business ventures, which have limited financial capabilities to do research in detail manner. Government and non-government organizations do research for them to develop the community. Jaffna has a long history of prolonged war and many people lost their business ventures and returned to their life for resettlement. Transformation of businesses and their sustainability stand on good research work, without having feedbacks and the feasibility studies through applied research, it is very heard to survive them in the market. Academic researches really based on theory testing or development. Very few researches served for business community via applied researches. Jaffna manufactures are suffering from low sales, even though they have quality products and good market. To compete with the competition real findings can boost them to overcome the barriers in the market.

## **III. RESEARCH OBJECTIVES**

The research analysis branding problems of Jaffna made products, a multiple case study of manufacturer in Jaffna district" in order to find out following objectives,

1. To find out the nature of branding of Jaffna made products.
2. To find out the factors influencing on branding and Jaffna made products.
3. To find out the problems of Jaffna manufacturers regarding branding
4. To determine the key tracks to success of products in market place.

**Related literature reviews:** American marketing association (1960) defines a brands A name, term, design, symbol, or any other feature that identifies one seller's good or service as distinct from those of other sellers. The legal term for brand is trademark. A brand may identify one item, a family of items, or all items of that seller. If

used for the firm as a whole, the preferred term is trade name.” Wheeler (2012) defines, Branding is a disciplined process used to build awareness and extend customer loyalty. Designing brand identity: an essential guide for the whole branding team Davis (2009) (Fundamentals of Branding) defined, a brand represents the full personality of the company and is the interface between the company and its audience. Kotler (1999), defined branding as a “name, term, sign, symbol or design, or a combination of these, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

David Aaker (1991) defined brand equity as a set of brand assets and liabilities linked to a brand name and symbol, which add to or subtract from the value provided by a product or service. Aaker and Kellers, define respectively brand image as a set of associations, usually organized in some meaningful way (Aaker, 1992) and a perception about a brand as reflected by the brand associations held in consumer memory, (Keller, 1993). According to the American Marketing Association (1960) defines your brand Identity is the representation of your company’s through the conveyance attributes, values, strengths, and passions. brand personality represents human characteristics that have been given to a brand (Aaker, 1997). In other words, a brand personality is an aspect of the brand image (Opoku, 2006). As the brand’s percentage of loyal customers goes up, market share increases and the brand becomes more profitable (Kotler & Keller, 2006). Kotler and Keller define brand positioning as an “act of designing the company’s offering and image to occupy a distinct place in the mind of the target market.”

A brand represents the sum of people’s perception of a company’s customer service, reputation, advertising, and logo. When all of these parts of the business are working well, the overall brand tends to be healthy. On the other hand, we all probably know a company that offers excellent products or services, but has a loss of brand due to poor customer service some key features of branding such as, Branding Improves identification, Branding Creates Trust among customers and stakeholders, Branding Supports to Advertising, Branding creates financial value to business, Branding Generates New Customers and loyal customers and so on.

**The most common branding challenges:** Some Common branding challenges such as, treating brands as assets: The ongoing pressure to deliver short term financial results coupled with the fragmentation of media will tempt organization to focus on tactics and measurable and neglect the objective of building assets, possessing a compelling vision: A brand vision needs to differentiate itself resonate with customers and inspire employees. The work are usually multidimensional and adoptable to different contexts, Creating new subcategories: They only way to grow with rare expectations is to develop must have innovations that define new subcategories and build barriers to e competitors from gaining relevance, Achieving integrated marketing communication: Integrated marketing communication is more exclusive and difficult than ever in light of the various methods you have to choose from such as advertising sponsorships digital mobile social media and more. Leveraging brand assets to enable growth: A brand portfolio should foster growth by enabling new offerings extending the brand vertically or extending the brand into another product class the goal is to new context, where the brand both adds value and enhances itself.

Consumer attitude toward product made in the country be encouraged to increase the quality levels of their goods to compete favorably with those from abroad (Bylon Abeeku Bamfo, 2012). people engaged expectations behind the brand experience, creating the impression that a brand associated with a product or services has certain qualities or characteristics that make it special or unique (Aniketsengupta,2014). effective brand Management requires an integrated approach to ensure consistency of the corporate message and identity. Problems due to improper planning there are: Inconsistent brand management, Lower brand equity, Communication confusions, Company losses image or brand dilution or devaluation in the market, Decrease of employee morale, Increase employee turnover, Customers churn and gain for competitors (Srinivasan,2014)

The social risk, psychological risk financial risk and performance risk are the major components that contributes to most of the intergroup differences though Positive association exists between brand Equity & perceived risk (Navilla et.al.,2014). High brand equity may load to reduce the perceived risk of consumer s towards a particular product. During war consumers were not in a position to select a particular brand for their consumption for example from being given brands were selected by only the criteria as the availability for purchasing to secure their family. Now the days they have lots of choice branded products in market place they choose particular preferable brands also loyal to particular brand. marketers with the opportunity to acquire new customers in the post war environment (Shivany, 2011)

Brand equity represents the accumulated impact of investment in the brand, and a positive relationship was established between this spending on add and perceived quality so that company more resources dedicated to enhance a particular brand the higher perceived quality, the brand was seen to have (Mayanksaxena, 2014).

Dessanayake (2015) studied includes brand building strategies and Customer buying decision, consumer behavior and attitudes very complex, even though developing brand building is an important factor in competitive world. Karunanithy, & Sivesan (2013) studied promotional mix, brand equity and their impact on mobile services, they validated that promotional mix is the vital elements in marketing. promotional mix positively impact on brand equity, promotional mix gives communication with target customers that leads to brand awareness among customers as well as win the market in competitive environment.

War is highly emotional event to society, damaging markets structures, consumer life and every aspects of countries such as social political and economical and so on. The conflict between the armed forces of the government of Sri Lanka and the LTTE began in 1983.

It is characterized in part by its relative isolation from the rest of the country. most of the fighting and war related destruction has occurred in the 8 contested districts of the north and east while other parts of country have remained largely free of such direct destruction. This situation people concerned only consumption of products whether that is local branded or external branded. Branding of products had not one of matter in the market place because restriction of environment, lack of transportation, high level charges or taxation on products these factors discouraged all good marketing. After 30 years' war Sri Lanka is identify as a fast growing economy in this time there are major changes recognized such as, local firms are facing high competition with foreign brands for survive in the market, At the same time they also need to focus on all the marketing activities from the consumer's perspective, Because customers had not much concerned about brands but after post war environment they are conscious on great value for pay price to products, each firms should have technically unique way to compete market. advertising and communication are boost the marketing activities that creates and opportunity to develop brand images. Local marketers face new challenges from new entrance and compete with the substitutes and consumer bargaining power also high. Now the days customers are free of fear and they chose and compare with each of products and services, Development of infrastructure will create opportunities for international market therefor local marketers needs to compete with international brands, demonstrated that Enhancing global linkages mean that economic inter connection between war economics and the industrialized world that can be extremely diverse and complex, Consumer have distinct behavior patterns of the consumer brand choice and they freely well as act as fresh customers making decisions firstly for the brand choice.

#### **IV. RESEARCH METHODOLOGY**

This study has involved alignment of events that are much interrelated. it indicates methods and procedures for the data collections, measurements and analysis of data. This study approached inductive method used to nature of branding with local and external in Jaffna district. Also have the option to use an inductive approach to problems of branding of manufacturer in Jaffna district.

**Population and sample:** Population of this study are the manufactures in Jaffna Districts. Data were obtained using ten in-depth interviews with Jaffna manufacturers on different types of production. This study used purposive sampling techniques to select informants based on their ability to provide an understanding of the phenomenon. Purposive is not random sampling scheme its purpose is to deeper understanding of the problems of branding of Jaffna made products. Primary data have been collected through interviews as qualitative method. Questions were kept open ended where opinion was sought and the respondents have something tell from their experience. This was done to give scope to the respondents to express themselves freely. Interview data were collected and written, also helps of digitally recorded photos on camera then transcribed interventions were made only to clarify certain aspects of the problems of branding of Jaffna made products.

Data were obtained using ten focus interviews with Jaffna manufacturers on different types of production. Patton, (1987,1990) address a number of techniques for analyzing qualitative interview. This study has used the purposive sampling techniques to select informants based on their ability to provide an understanding of the phenomenon. Purposive is not random sampling scheme its purpose is to deeper understanding of the problems of branding of Jaffna made products. This study followed the procedures specified by Seidman, (1991). Primary data have been collected through interviews as qualitative method. Questions were kept open ended where opinion was sought and the respondents have something tell from their experience. This was done to give scope to the respondents to express themselves freely. Interview data were collected and written, also helps of digitally recorded photos on camera then transcribed interventions were made only to clarify certain aspects of the problems of branding of Jaffna made products. Then transcripts were reviewed as the data to identify emerging ideas and specific aspects of good branding to Jaffna made products. Interviews data totaled approximately twenty pages towards the end of to interviews researcher encountered the same themes.

**Validity and reliability issues:** Based on Lincoln and Guba (1985), and Silverman and Marvasti(2008) to maintain data trustworthiness and insure analytical thoroughness was used to maintain informant contact record transcripts, digitally recorded data, and field notes as were collected. To protect validity, present study followed respondent validation, refutability, comparison, comprehensive data, and case studies analysis. Data collection was used to credibility of the findings. Since all the interviews data and photos were analyzed systematically, data transcript and analyzed as case study the credibility of the findings. Since all the interviews, case studies were included the findings via codes was used to manage the data and inspect all data thoroughly.









**Data presentation and analysis:** Data were collected from ten Jaffna manufactures, detail of each manufacturer are given in the following table 1

Table 1: Products detail and branding problems of Jaffna made products.

	Name of the Manufactures	Products	Branding problems
1	<b>Suyam store</b>	Suyam energy flour, Suyam mixture, Suyam pagoda	no good labeling, Poor quality products, Big sized packaging, Common name for whole product, lack of technology, lack of awareness on branding.
2	<b>Luxmy industry</b>	lemon pickle, bitter groud pickle, mango pickle, Chilli powder, vadham, coffee, red rice flour	non-attractive packaging, poor labeling, no technology adoption, no uses of machinery for production, No support from government or any other institution, Common name of whole product, Same package design to all products.
3	<b>Rathiindustry</b>	Coconut scraper, string hoppers mould, string hoppers squeezed equipment, coconut shells products	no packaging, no labeling, Common name as brand, No support to business development, Not enough market, External brand effects, no exports
4	<b>Coconut shell handmade products</b>	Coconut shell flower pot, ice cream sticks' light lamp, coconut shell key tack, coconut flower, tree, seashell, copper and silver medal,	no attractive packaging, no support from government, External brand affect, No use the machinery
5	<b>Ambal industry</b>	Ambal incense sticks and other products are handle lamp, dried chilly.	no innovation on branding, No attractive packaging, No supports from government or any institution, No different flavor brands, no technology adoption, No uses machinery for production, Poor quality product.
6	<b>Vinayagar food product industry</b>	Vinayagar Sesame ball, Vinayagar ginger biscuits, pagoda, peanut biscuits, peanut halva, coffee, chips	no green packaging, no attractive labeling, non-registered brand name, not enough market opportunity, no supports from government or any other institution, no technology adoption, no advertising, Poor quality products.
7	<b>Good day fashion</b>	Good day tailoring, crystal stone work, jewelry making, paper hand work, flower bunch making, party frocks making, bed cover making, cake icing	Common name brand, no attractive packaging, no support from government, External brand affect, no use the machinery,
8	<b>Vaalaikullai chankam products</b>	Banana twine cap, Banana twine doll, Banana twine clean brush, Banana twine bags and Banana twine purse.	no good packaging, Common name brand, no advertising, no support from any institution or government
9	<b>Usha fashion jewelry</b>	fashion jewelry making, paper arts and other handy craft works	no good packaging, Common name brand, no technology adoption, Poor quality production, no exports, no any brand promotion, No advertising.

10	<b>Maha Fashion Corner &amp; Academy</b>	saree work, Maha fabric painting, Maha glass painting, Maha pot painting, screen painting, wall hanger making, stocking-net flower making, Fashion jeweler making, Jadainagam making, silk thread jewellery, Jewellery, fashion candle	good branding strategies used to survive market. Future plans of brand is to raises exports commodity to different countries, increase percentage of using social medias for advertising such as face book, twitter websites etc, offer warranty to customers, number one in Sri Lanka in the fashion field, got awarded, now exporting products to UK, Canada, France. advertises on websites, twitter and other social medias. And now reaching market places not only in Sri Lanka but also in foreign countries.
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Table 2: Deprived packing and Decent packaging

Product type	Appearance of Jaffna branded products	Appearance of National and international branded products
Snack mixture		
Pickle		
Coffee		
Incense sticks		
Juices		

peanuts		
Wall art		
Doll		
Biscuits		
String hopper equipment		

## V. DATA ANALYSIS

Based on the data collected from the 10 manufactures in Jaffna, main features of brands are discussed. 1. Brand identity: Jaffna made products want to increase the visual and attractiveness of the brand, visual associates with brand name, logo, typography, and style that give customers can identify the particular brand in market place, 2. Brand image: Jaffna manufacturers should create meaningful values through the brand. Jaffna manufacturers need to change their brand package designs for develop their brand name then only they can survive in market place, Jaffna manufacturers need to change different shapes, colors to the products, variation is different from same other products that gives win the competition, Jaffna manufacturers want to create and develop their branded products as continuously for create brand positioning in market place, 3. Brand awareness: Jaffna manufactures want to make awareness on the brand through television, radio, newspaper, social medias and so on. Good brand awareness leads to customers when think of brands particular brand first in the mindset, Jaffna branded products





**Table 3: Coding**

First coding	Second coding	Third coding (Final problem)
<p><b>Case study 01</b>                      1.No green packaging                      2.No good label                      3.Big sized packaging                      4.Common name for whole product                      5.No much aware about branding</p> <p><b>Case study 02</b>                      1.Not attractive packaging                      2.No use technology and machinery                      3.No support from government or any other institution                      4. Not registered brand name                      5.No awareness on brand</p> <p><b>Case study 03</b>                      1.No packaging                      2.Common name as brand                      3.No support to business development                      4.No knowledge about branding                      5.External brand effects</p> <p><b>Case study 04</b>                      1.Common name brand                      2.No attractive packaging                      3.No support from government                      4.External brand affect                      5.No use the machinery</p> <p><b>Case study 05</b>                      1.No attractive packaging                      2.No supports to develop                      3.No different flavor brands                      4.No technology adoption                      5.Poor quality product</p> <p><b>Case study 06</b>                      1.No register the name                      2.No packaging                      3.No supports from any institution or government                      4.No technology adoption                      5.Poor quality production</p> <p><b>Case 07</b>                      1.No green packaging                      2.No attractive labeling                      3.lack of market opportunity                      4.No supports to development                      5.poor technology adoption</p>	<p>Poor design                      Packaging                      Not aware the                      branding</p> <p>Poor package design                      No motivation or                      support to develop</p> <p>No knowledge about                      branding                      Not supports to                      development</p> <p>No supports to                      develop                      External brand effect                      on development</p> <p>Not register the                      branding                      Poor quality product                      No support to develop</p> <p>Poor technology                      adoption strategy                      No quality production</p> <p>Poor packaging                      design                      No supports to                      develop</p>	<p>Poor quality packaging</p> <p>No assistant to develop</p> <p>No knowledge on                      branding</p> <p>External branding                      effects</p> <p>Poor quality production</p> <p>Poor technology                      adoption</p> <p>Not attractive                      packaging</p>

<p><b>Case 08</b>            1.No good packaging            2.No supports to improve production            3.No technology adoption            4.Not enough marketing opportunity            5.No aware about branding</p> <p><b>Case study 09</b>            1.No good packaging            2.Common name brand            3.Poor quality production            4.no supports from any institution            5.No brand promotion</p> <p><b>Case study 10</b>            1.Good quality            2.Very attractive design and labeling            3. Aware brand name            4.Using technology and promotions aspects            5.Export commodities</p>	<p>No support to develop            No marketing opportunity</p> <p>No attractive packaging            Poor brand strategy            No supports to development</p> <p>Aware brand name            knowledge on branding strategies</p>	<p>Not enough marketing opportunity</p> <p>Poor branding promotion</p> <p>Knowledge about branding strategies</p>
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## VI. CONCLUSION

This paper identified the branding problems, and analyzed that why Jaffna made products failed in market place and what are factors effects on success of branding of Jaffna made products. From the comparison, between Jaffna made branded products and external branded products main problems identifies as packaging of products, packaging is important task in branding the external branded have fully attractive packaging they are realizing the power of good packaging, that creates more value to the brand and gives competitive advantage among the competition that is why they more invest on packaging. External brands design the labels on packaging that gives more attraction to the customer. But in case of Jaffna made product failed to success in market place because not enough knowledge about branding strategies that leads to poor design packaging, non-attractive labeling. Branding strategy is the key function of marketing, that includes good brand name, brand communication, brand identity, brand uniqueness, brand passion and so on. But Jaffna manufacturers do not know about branding strategy tools. Because no one gives assistant to improve branding of Jaffna made products. Relevant institutions have to support to develop the branding tools of Jaffna made products. Government or any institution not give training programs or advisory services to Jaffna manufacturer that is why Jaffna made products under poor quality.

The study analyzed and identified main problem of branding of Jaffna made products, according to that Suggested as recommends that first, The government or any other related institution want to take the responsibility to guides the Jaffna manufacturers for develop the business activities, The government or any institution want to grant any support like equity capital or machineries to expands the Jaffna branded products, Gives training and development program regarding branding strategies to Jaffna manufacturers to improve branding attractiveness as well as style, Most Jaffna made products brand name did not registered that is why brand names not aware among customers, register the brand name is key impact on market success, Jaffna manufacturer want to adopt the technology gradually to increase quality, Take action to promote the brand name through different promotion methods. As before discussed in case study MAHA fashion corner & academy is the one of example in Jaffna, good branding promotion strategies uses for make awareness among customers, adopting gives warranty to products, advertising through different medias and web sites, technology aspects as well as the maintain product quality. This typical manufacturer's strategies can be adopted by the other manufactures as well.

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