

## **Building Brand Equity through Integrated Business Model: A Case of Cable Brand in Sri Lanka**

**D.M. Ravindra Dissanayake**  
ravi@kln.ac.lk

*Senior Lecturer, Department of Marketing Management, University of Kelaniya, Sri Lanka*

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**Abstract:** There are mainly six local companies in Sri Lanka operate on cable manufacturing and trading business namely ACL Cables, Kelani Cables, Sierra Cables, Ruhunu Cables, Kamal Cables and Orange Cables. As ACL Cables and Kelani Cables are in the export market, they manufacture their cables complying with the British and Australian Standards. This study is based on "Kelani Brand" which is currently exporting to Maldives, Bangladesh and India in the region. Branding a cable product is a critical challenge where it has to cater for both consumer market and industrial segments. Researcher specially focused on how the said Cable brand has effectively acclimated to branding strategies rather operating as a generic product. Special reference was made to study how the organizations strategized the functional and emotional brand appeals to develop brand equity for the end-user market. Study has been conceptualized brand building variables as independent factors and purchasing decision as the dependent factor. Researcher has analysed the result of the implementation of brand building model of Kelani Cables via descriptive and inferential statistical analysis.

Conclusion of the study has provided hindsight as contribution to practice at the end of the report. **Keywords:** Cable Brands, Brand Equity, Emotional Values, Functional Values

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### **I. Introduction To Study**

Cable manufacturing and selling business in Sri Lanka is largely dominated by local companies. With the intention of protecting local cable manufacturers, Sri Lankan government has introduced an additional duty of 28% for cable imports. Any importer has to import and trade cables by paying additional duty of 28%. Market size is proximately 12 billion in Sri Lankan Rupees and the volume is 7000 Metric Tons per annum. (as forecasted in Business Plan of Kelani Cables PLC based Import statistics of Sri Lankan customs, 2010/11 & 2012/13.). All six companies are situated in the Western Province and 2500 direct employees are depending on the cable industry in Sri Lanka. Due to government policies to protect local manufacturers, they are dominating the market and few imports are available. Imported volumes are negligible when compare with the large local volumes. Except few players, all other manufacturers are manufactured cables in accordance with the Sri Lankan Standards. As ACL Cables and Kelani Cables are in the export market, they manufacture their cables being consistent with the British and Australian Standards.

Cable industry was grown by 9% while industry was maintaining growth rate of 8% in the year 2010 as per the abstract of secondary statistical sources used by the company for market size justifications. Usually it is calculated the market size based on copper importation to Sri Lanka as the main intelligent source. Usually it is reported that initial investment and the lack of expertise in relation to the industry practises as main barriers to enter to the market.

#### **1.1 Overview of Market Competition in Cable Market of Sri Lanka**

**ACL Cables PLC-** ACL Cables PLC established in 1962 as the pioneer in the cable industry in Sri Lanka. Their largest export markets are India, Australia, Maldives, Bangladesh and African countries. ACL holds the SLS product certifications from Sri Lanka Standards Institutions for its products.

**Kelani Cables PLC-** Kelani holds a 32% market share. Kelani Cables were founded in 1969 and in 1973, Kelani was incorporated as a quoted public liability company and manufacture power cables. Kelani has been recognized a

fast developing cable manufacturing company in Sri Lanka and they are the pioneer in Sri Lanka's wire drawing industry. They are also in the export market and mainly exporting to Maldives, Bangladesh and India.

**Sierra Cables**-Sierra was established in 1978 and has grown up to the third level in the Sri Lankan market. They are an ISO9001 certified organization and all products are manufactured in accordance with Sri Lankan Standards. Now Sierra is competing in pricing and targeting high volumes with low margins.

**Other Manufacturers**-Kamal Cable, Ruhunu Cable and Orange Cable are small players in the market. Orange brand is a very strong brand name as they hold strong position in switch & socket market and the lighting market in Sri Lanka. Kamal Cables and Ruhunu Cables are also manufacturing their products in accordance with the Sri Lankan standards and these two brands are not aggressive enough to compete with ACL and Kelani.

### **1.2 Briefing to Customer Segments in Cable Market**

Total market divided into four segments as follows;

- **Dealer Market**—this segment has grown exponentially and contributed significantly to the growth of cable companies. Dealer market consists of 6000 to 7000 Dealers Island wide.
- **Institutional Market**  
Institutional market is consisting of all big projects in Government and private sectors. Cable companies get big volume of sales from this market and prices are very competitive. Most of the Government and Non Government orders are purchased on tenders. Standards are a mandatory requirement in this market, and electrical engineers and the electrical consultants behave as major influencers in the buying process.
- **Export Market.**  
Sri Lankan government has introduced incentive scheme for exporters. If any cable manufacturer exports their cables, they are not liable to pay raw material clearing taxes for the same. In addition to that, exporter has an advantage of 20% tax on their income. Government has introduced various types of schemes to motivate manufacturers to go for export market. Only ACL, Kelani and Alucop are exporting their cables to other countries.
- **Power and Energy Market.**  
All cable manufacturing companies treated this segment in order to cater rapid electrification programs in the country. Ceylon Electricity Board and the Lanka Electricity Company are coming under this market segment and goods are purchased through tender procedures.
- **Building Contractor**  
Building contractors are divided into two categories as Government and private contractors. Cable requirements are prepared by the electrical engineer and when it comes to purchase decision, Electrical consultant has more authority to select the brand. Availability of full range of cables, delivery efficiency and previous experience are seriously considered factors in qualifying suppliers.
- **Original Equipment Manufacturers (OEMs)**  
Individuals or organizations that make electrical equipment by using cables are coming under this category and they are very important to cable manufacturers as their requirements are very frequent. They are highly concerned on the quality of the cable because any quality failure will effect to the final product.

#### **House Builders**

This segment can be considered as the end user segment too. Those who buy cable products and related accessories for their own house constructions or renovations can be considered as house hold segments. This case study largely considered branding cables for this context.

### **1.3 Problem Behaviour of the Case Study**

The purchasing behaviour of cables in Sri Lanka seems to be complex due to its product nature and consumer behaviour. As a fast growing economy in the region, Sri Lanka has a huge potential for construction related industries. Cable industry is secured from inferior quality and low priced imports due to some government regulations and policies. After ending of civil war of Sri Lankan government has signed joint ventures with potential companies in the world. Hence local brands have big opportunities for performing better in future. Kelani

Cables PLC started its brand building strategic model specially targeting end –user (B2C) segment due to higher degree of involvement of consumers in selecting cable products as per the sophistication of consumer life style. Further, it had to follow a mix strategy in building brand equity for B2B and B2C segments due to huge competition was found in this market. Resulting to those scenarios, company initiated a brand building plan as an integrated business model. It did follow the needful structural changes in getting the conceptual brand model into activation reality. Establishing well defined roles for sales and marketing related executives, information sharing model for multi functional divisions, rethinking of marketing promotional strategies and directions, customer relationship strategies and employer branding perspectives were aligned with the proposed branding model as a 360\* approach. Meanwhile, during the tenure of 2010 up to date, Kelani Cables PLC applied for —SLIM Brand Excellence which is a national level awarding event annually takes place in Sri Lanka. It won the best brand award in 2013 in the B2B category as sign of its successful journey in brand building model. However, the strategic journey in building strong brand equity in B2C segment is yet to be reached for the apex. Company is seriously alert on enhancing the brand performance in B2C perspective apart from its main contributing segment of B2B. Therefore, the main investigation context of this case study is to figure out how those brand building strategies and activations have resulted in end customer perspectives.

#### **1.4 Key Objective of the study**

The main objective of this study is to investigate the impact of brand building model into customer purchasing decision as its investment for brand building is annually increasing. It is important to figure out the return on investment (ROI) rationale for the cost incurred for brand building model. The elements of the branding building model have been reviewed as to investigate how individually those factors had influence on purchasing decision to find the hindsight of the effectiveness of said factors found in brand building model.

#### **1.5 Significance of the Case Study**

When it studies industrial product like cables, it is important to note that mostly cables are purchased once for a lifetime. Hence, purchase decision of cables is very much crucial. As per initial review to case study, it was found that there are six brand values are playing significant roles as industry practises namely Quality, Durability, Safety, Raw Material Used, Brand Image and Price. ACL cables positions about material used mentioned as —fire guardl, Kelani cables talk about the safety of the cables and mentioned as —safety foreverl as leading players in the industry.

Electrical Engineers, Electrical consultants and electricians are treated as professionals in the cable industry. When it comes to house wiring, electrician will be the professional and it is for projects (government and private), both of electrical engineer and electrical consultant work as professionals. Hence, Kelani Cables initiated industry specific strategies to build the brand equity in both B2B and B2C contexts.. Intermediaries are also playing a major role in the cable industry referring to influencing for end-users, and even in contributing below the line promotions. Therefore, branding cables is a critical process due to the nature of market since it dies teat for both business to business (B2B) and business to customer (B2C) segments at a significant level. Further, getting end-users and organizational customers loyal for a brand is to be strategically facilitated by different business models depending on different consumer behavioural aspects. Another serious matter is that the product comes under complex buying situation due to its risk factor and the impact of professional word of mouth for the said. All these matters provide a rationale for industry players to be strategic in biding brands for the products offered to target markets. The ultimate outcome of this case study is to contribute for the practise referring to how brand building model has been able to influence on consumer purchasing decision. This study shares the knowledge of application of Kelani Cable PLC’s branding model pertain to building successful brand equity connecting to purchasing decision of end-user segment.

## **II. Theoretical Review On The Scope Of Case Study Content**

Author has built theoretical reviews for the key areas related to the content of case study. The purpose of building theoretical connection for the main areas of this study is to bridge how Kelani Cables PLC practises branding business model associated to accepted theories. The case study content contributes for the practise where the literature review shows how the related theories exist. Readers may connect these two ends to explore how theories and practice behave in real world referring to cable market of Sri Lanka. KelaniCables undertook

continuous strategies for building brand equity related content specially referring to tangible and intangible aspects. The accepted norm in the local market was to build the business model connecting to intermediaries since this product category is highly depending on intermediaries' references for the end users. However, Kelani initiated a branding model for end user perspectives as a radical approach in the local market in penetrating enduser segment too.

## **2.1 Branding and Value Proposition**

In the context of theoretical perspective once Aaker (2007) stated that —A brand is a distinguishing name and/or symbol (such as logo, trade mark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors. A brand thus signals to the customer the source of the product, and protects consumer and the producer from competitors who would attempt to provide products that appear to be identical. Keller, (2001) stated that brand judgment as consumers, personal idea on brands depend on how they combined performance and image associations including perceived quality, credibility, consideration, and superiority.

Connecting to Kelani product related legend, quality of the product is paramount important because once it is wired the house or a building, it does not have that easier chance of removing the cables under any circumstances. Therefore, manufacturers are also maintaining high quality standards in their production process and their incoming raw materials. Kelani has taken standard and certification as to produce a credible product and even it has highlighted in their promotional activities to build trust on the brand image. Kelani further extends its branding to people related aspects via raining programmes; brand citizenship related activities along with motivational methods connected to brand related performance. When consider the superiority, how company perform, stability of the organization, financial position, engineering background, range of products available, new product development and the market position are being considered.

Emotional aspects of the brand equity as stated by Aaker (2007) , should be integrated into functional values in a broader sense. Kelani undertook brand value creation and communication aspects targeting both middlemen and end users. It initiated brand signature related activities namely logo, logo colours, brand promise, brand values and other brand related activities. Kelani introduced its brand value proposition as —SAFETY FOREVER! as brand promise and accordingly developed brand citizenship behaviour accordingly. Kelani emphasizes even how drivers of the company should behave according to the brand promise; giving well set rules and code of conducts to wear seat belt as compulsory rule and be ethical in the road running hours since they carry the vehicles with —Safety Forever! slogan. Further all workers in the factory must wear safety shoes and safety spectacles and other related items. When they are walking on the road they have to adhere to the safety rules. These are some examples of how internal branding taking place in an organization. This connects to the views of McCracken (1993) said as Brands have value; it turns out, because they add value.

It sponsored for the social responsibility activities connected with the proposition of —Safety! as a brand related principle. When it refers for the brand value proposition, Kelani did follow —More for More! as its brand dyadic relationship. Branding was the key to make Kelani as perceived to be a premium brand. Accordingly, Kelani applied perceived value pricing as a premium brand against competitive brands. As per the views of Kapferer, (2000) when product is branded it can claim premium price and it pointed out that brand image to grow only if they constantly renew themselves. —In the cable industry in Sri Lanka, Kelani and ACL did some innovative products; Led Free Submersible Cables, Fire Shield Cables, Multicore Cables and RG Cables. These two companies are in 1<sup>st</sup> and 2<sup>nd</sup> places due to introducing of new products and new channels. Kelani Cables have achieved 10% of their turnover from new products in the last financial year. Ultimate objective of a running organization is to generate profits. If you continuously do new things, you may be in a position to generate better profits! said by Mr. Anil Munasinghe, The General Manager for Sales Marketing in Kelani Cables PLC.

Brand Loyalty is the intimacy of consumer purchasing behaviour which is expected by the company perspective in its business model to satisfy the bottom line result. Aaker, (2007) also Stated that how to keep loyal customers and their impact. When company wants to increase customer base, first should be planned strategies to retain existing customers and finding new customers. Company must protect loyal customers because that will be a barrier to competitors. Otherwise large number of loyal customers will become a competitive advantage to the organization. There should be a motivation to change the customer from one brand to another whereas price may be one of the determinant factors for the said. As a premium brand to the cable industry in Sri Lanka,

Kelani implemented price differentiation strategies to satisfy the price motive of different customer segments in a careful manner since it might damage for the brand perception. It did apply different pricing terms and discounts for project customers along with exclusive services to respond for the price attacks emerged through competitors. As per the (Aaker, 2007) some brands has made some risky moves. —Some leading companies thinking that they should drop their prices to the lowest level, and it does decrease prices up to such level undermine the brand's long term credibility as far as its loyal consumers are concernedl said by Mr. Anil Munasinghe.

## **2.2 Sales Promotion Initiatives of Market Giants**

Sri Lankan cable manufacturers have kept their fullest confidence on bellow the line activities to promote their brands as it largely connects to intermediaries. But it has recognized that brand needs to develop its equity into end users as well. Kelani and its main competitor ACL Cables are the only two companies who invested heavily on sales promotions in last few years. —We have to keep in mind that our markets are changing rapidly, hence we have to think different and creative promotional strategies to face the changes in the market place stated by Brand Manager of Kelani Cables PLC. According to John, (1994) stated that if we manufacture same products for long time period we have to go for out of the business. In order to overcome such situations company should invest on research and development and innovate something new. Kelani undertakes significant initiatives for product developments to do value addition as a brand promise. Futher, Keller (2001) explained about the relationship between the price and the quality. As per the industry intelligence, Cable industry in Sri Lanka also maintains a traditional margin of 35% gross profit when they do pricing. Cable companies must decide where to position its products on quality and price.

## **2.3 Consumer Purchasing Behaviour**

As one of the constructive definitions, it can abstract from Shiffman, G at all, (2010) defining consumer behaviour as the behaviour that consumers display in searching for purchasing, using, evaluating, and disposing of products and services that they expect will satisfy their needs. Further to same, two categories of consumer perspectives were found namely;

- Personal consumer: He or She buys goods and services for his or her own use.
- Organizational Consumer: Includes profit and non-profit businesses, government agencies

According to Bigneet al, (2005) ,states that the consumer cultural background and the attitudes are one of the aspects which can influence the creation of a favourable climate for developing and consolidating electronic transactions. Opinion leaders, certain groups, immediate family members and everyone have some higher people to get some advices and they also put some high impact on consumer behaviour.

In the context of Kelani Cables case, it can treat personal consumers as house builders and they buy cables on their own use, and the organizational clients could be recognized as projects, resellers, construction companies and even professionals such as electricians and civil engineers those who influence for the Kelani Cables buying process at the end-user perspectives. According to sales volume results, Kelani records nearly 35% institutional sales, 30% from retail segment and the rest comes from exports and specialized clients on project demand base such as Sri Lanka Telecom (SLT) PLC and Ceylon Electricity Board (CEB) as abstracted ( Entry Kits for SLIM Brand Excellence under B2B category, 2011-2013).

## **III. Research Design And Conceptual Template Of The Case Study**

Researcher was able to associate management level staff of Kelani Cables PLC as part time consultancy work and even as a resource person for some of the sales and marketing projects. Accordingly, it was able to figure out the information in secondary source framework to disclose some of the managerial level information to incorporate for the case study content followed by information disclosure ethics. It has conducted a brand audit and one of the integral works was to undertake a customer survey as to provide information evidence to justify brand performance. The main purpose was to develop an entry kit for the SLIM Brand Excellence which is a national level brand award competition organized by Sri Lanka Institute of Marketing (SLIM). Kelani Cables won the 1<sup>st</sup> place in the category of B2B brand as the best brand of the year in 2013. The content of the survey has been systematically organized to build this case study as to review how brand related values could impact on customer purchasing decisions referring to end-user perspective (B2C).

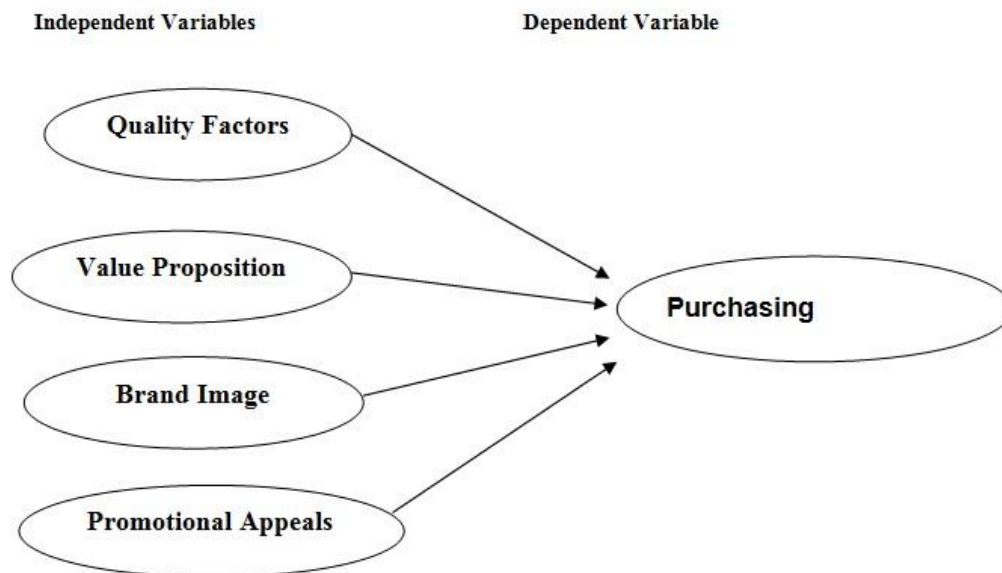
### 3.1 Sampling Method

It has selected 120 households to collect the primary data as the sample size followed by cluster sampling method supported through the customer relationship management database (CRM) of the company as to initiate the sample framework. It has followed some parameters to judge the sample units to be selected for the sample as those who have constructed a house within past three years and value of the house ranging from Rs 2 million to 10 million. Further, males and females and their life style to depict socio-Economic classification (SEC) B and C were also considered. The regions were Colombo, Kandy, Gampaha and Galle districts. Researcher has selected above four districts' because it represents two third of population in the country and consist of all income groups.

### 3.2 Primary data collection guide

As researcher planned, primary data were collected by using structured questionnaire, and it has considered the brand audit survey guidelines in preparing the said questionnaire. The respondents were contacted through survey method due to get information with more interaction. Well trained enumerators were used for this purpose with the guidance of senior staff of the organization along with researcher's field work supervisions too. Questionnaire was developed as per the literature based approach but strongly connected to the brand building model applied by Kelani Cables PLC when it comes to items and measures found in questions. Therefore, this case study has followed a mix strategy in terms of deductive and inductive approaches. The Figure 3.1 shows how the study framework has been built based on literature evidences connected to the practise of Kelani brand model.

**Figure 3.1: Study Framework of Kelani Cables Branding Model**



### 3.3 Defining Variables Applied in Brand Building Model

It has briefed the dependent and independent variables found in the conceptual framework as under mentioned connecting to real life brand building model of Kelani Cables.

#### 3.3.1 Purchasing Decision : As Brand Performance Related Dependent Variable:

It has figured out the dependant variable as customer motivation to make buying decisions as a result of brand building model applied by the company. All the independent factors figured out in this study were in practise of Kelani Cables in par with key purchasing determinants of the industry.

#### 3.3.2 Practice of Independent Variables in Kelani Cables Brand Model

□ **Quality**

Cable manufactures are manufacturing their products to national and international standards to ensure conformance to customer requirements. Therefore, Kelani has been compliance with Sri Lankan Standards (SLS), British Standards (BS), International Electro-technical Commission (IEC) standards, Underwriters Laboratories (UL) standards, Indian Standards (IS), Japanese Industrial Standards (JIS). And also supply chain related best practises were also followed to provide justification for the brand promise as premium in quality in proving —Safety Forever!.

• **Value Proposition: Value for Money.**

Kelani wanted to maintain the premium price perception via perceived value pricing. Therefore, it maintains the customer communication as to provide long term safety benefit for what they pay. However, it has applied competitive pricing methods to respond for the competitors’ pricing tactics too. The main scope of the value proposition was —More for More! context. This was operationalized according to price adaptation tactics used along with value proposition slogan being promoted with the brand.

• **Brand Image.**

Kelani maintains a premium brand image via its corporate brand support to position the brand as a sign of quality. All the —above the line! (ATL) promotional strategies were integrated with —below the line! (BTL) and other promotional elements to make brand recalled as premium and trusted quality. Brand association strategies were undertaken to bridge the brand into professional world of mouth too. Kelani successfully developed a professional club named as —Electrician Club! having more than 4000 members those who work as professional electricians to bring the message for end-users as a premium brand in getting brand identity a competitive.

• **Promotional Impact.**

Kelani has followed an integrated marketing strategy where all the push, pull and profile strategies were used as a proposition in promotional appeal communicated to end users. Mainly four types of promotional elements were used namely personal selling, advertising, sales promotion and public relations. The main indicators of promotions considered in the study were brand recall, word of mouth recommendations, and supportive actions of the intermediaries, and degree of encouraging dealers for sales promotions against competitors. Accordingly promotional mix was used through the electronic, printing and personal media and this context was tested by using above said indicators.

**IV. Data Analysis And Discussion Of Case Findings**

Initially the sample size was 120 end-users those who were picked for the study, but only 102 questionnaires were able to recruit for the analysis part due to incompleteness found in the rest. Data analysis has been supported with SPSS software and the analyzed data have presented along with a brief interpretation to share the knowledge for practice.

**4.1 Sample profile analysis: Age**

As per the content of table 4.1, majority represents the age category in 30-40 years old cluster reporting 46% of the sample, and it was nearly 32% represents the 40-50 year old age category. These two categories are highly connected with the brand as per the usage since those age categories involve in building their houses than other age categories as per the company market intelligence records revealed.

**Table 4.1: Age category analysis of the sample**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20-30	13	12.7	12.7	12.7
	30-40	47	46.1	46.1	58.8
	40-50	33	32.4	32.4	91.2
	50-60	9	8.8	8.8	100.0
	Total	102	100.0	100.0	

Source: Analysed data 2013/14.

#### 4.2 Sample profile analysis: Income Level

According to the descriptive statistics of the table 4.2, majority represents the income level as 4000060000 LKR reporting nearly 30% of the total sample. The second largest category found was 20000-40000 indicating nearly 26%. It was found around 19% as above 100,000LKR earning individuals in the sample.

**Table 4.2: Income Level analysis of the Sample**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5000-20000	7	6.9	6.9	6.9
	20000-40000	27	26.5	26.5	33.3
	40000-60000	31	30.4	30.4	63.7
	60000-80000	13	12.7	12.7	76.5
	80000-100000	5	4.9	4.9	81.4
	Above 100000	19	18.6	18.6	100.0
	Total	102	100.0	100.0	

Source: Analysed data 2013/14.

#### 4.3 Factors influenced consumers to purchase Kelani Cable Brand

Quality is the key purchasing determinant to select Kelani Cable products in Sri Lanka and second most important factor was the brand image. Percentages are respectively 60% and 17%, and the third important factor was value for money showing nearly 13%.

**Table 4.3: Analysis of Purchasing motives on Kelani Cables**

		Frequency	Percent	Cumulative Percent
Valid	Value for Money	13	12.7	12.7
	Quality	60	58.8	71.5
	Brand Image	17	16.7	88.2
	Promotions	8	7.8	96.0
	Any other factor	4	4.0	100.0
	Total	102	100.0	100.0

Source: Analysed data 2013/14

#### 4.4 Cross Analysis on Brand Image: Connecting to Brand Model of Kelani Cables

According to the managerial initiatives undertaken by the Kelani Cables PLC, it has followed strategies in building brand image for the name —Kelani through its integrated promotional plan. Therefore, researcher has analysed how the brand image related variables were perceived to end users. The abstract of the results has been given in the table 4.4.

<b>Table 4.4: Analysis toward brand image building blocks of Kelani cables</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Reputation of the brand.	102	1	5	3.81	.809
Popularity of the brand.	102	2	5	3.56	0.750
Perfection of the brand	102	1	5	3.41	0.728
Brand was recalled	102	1	5	3.22	0.720
Valid N (list wise)	102				



Source: Analysed Data 2013/2014

According to the statistical analysis found in table 4.4, —reputation of the brandl related message has been perceived to end users as most significant factor related to brand image resulting overall mean value as 3.8 where the maximum value is 5 as per the Likert scale being used in this regard. Further, it was recorded —popularityl amongst the brand image related factors as the second highest perceived factor for end-user segment reporting 3.6 mean value.

Kelani Cables used its Above The Line (ATL) and Below The Line (BTL) advertising metods targeting end user segment to build those brand properties to make target group (TG) feeling good on brand image. Accordingly it has resulted brand reputation and popularity in building brand image. It can conclude that these types of brand perceptions could help pulling end users for the purchasing decision rather completely depending on intermediaries and professional word of mouth (WOM) to influence end users.

#### **4.5Cross Analysis on Brand Promotional Impact: Connecting to Brand Model of Kelani Cables**

**Table 4.5: Analysis of Promotional Impact on Purchasing Decision**

<b>Descriptive Statistics</b>					
	N	Minimum	Maximum	Mean	Std. Deviation
Electricians Recommendation	102	1	5	3.57	1.045
Dealer's Recommendation	102	1	5	3.23	0.898

Word of mouth influence	102	1	5	3.28	0.727
Availability of the product	102	1	5	3.01	0.688
Valid N (list wise)	102				

Source: Analysed data 2013/14

Kelani Cable developed few strategies to spread WOM via the professionals operate in the industry. It has developed —electricians Clubl where it does maintain relationship marketing with those professionals to make the brand recommended as a push strategy. Currently it has more than 4000 electricians registered with Kelani as members. One of the commitments promoting strategy is conducting seminar series with the help of engineering faculty of University of Peradeniya to give them formal education along with certificate too. Company maintains strong relationship with the said university via the Public Relations strategy to make this programme sustainable. The analysed result shows that still the WOM recommendation has a significant impact reporting highest mean value as 3.6 amongst other promotional impacts in influencing end users to buy Kelani brand. Further WOM may come through intermediaries has been found as second important factor reporting 3.3 mean value to influence end users. Hence, it can conclude that the brand promotion model has been successful to influence end users. But, relative importance of said promotional impact is less as said in table 4.3.

#### 4.6 Analysis towards quality related brand building blocks of Kelani cables

Responses given for Quality related brand building factors have been summarized in table 4.6

**Table 4.6: Analysis of quality related brand appeals**

	N	Minimum	Maximum	Mean	Std. Deviation
Quality of the product	102	2	5	4.31	0.717
Safety Value	102	2	5	4.17	0.746
Product standard	102	2	5	3.74	0.730
Technology that company used	102	2	5	3.51	0.700
Valid N (list wise)	102				

Source: Analysed data 2013/14

The table 4.6 shows that how end users have responded for the quality related brand appeals communicated to end users. The early said table 4.3 refers that quality stands as the most important determinant to purchase Kelani brand. Further, according to the statistics provided in the table 4.6, product related quality message has been found as most significant quality appeal reporting mean value as 4.3. The emotional appeal applied by Kelani brand in its ATL and BTL has been found as second most perceived message to end users recording man value proximately as 4.2. However, product standard related appeal has found as the third important factor reporting its mean value as 3.7.

#### 4.7 Analysis of Correlations between brand model factors of Kelani Cables and purchasing decision

It has executed a correlation analysis to explore the overall relationship Value for Money, Quality, Brand Image and Promotional Impact towards Purchasing Decision. It provides a post evaluation of the effectiveness of brand building model of Kelani Cables to encourage purchasing decision amongst end users. Correlation coefficient was calculated with each summated scales.

#### 4.7.1 Correlation between Value for Money and Purchasing Decision Correlations

		ValueforMoney	PurchasBehaviour
ValueforMoney	Pearson Correlation	1	.168
	Sig. (2-tailed)		.138
	N	102	102
Purchase Behaviour	Pearson Correlation	.168	1
	Sig. (2-tailed)	.138	
	N	102	102

Source: analysed data 2013/14

According to the correlation between value for money and purchasing behavior it was found that slightly a significantly relationship exists with purchasing decision since the coefficient value indicates as 0.148. However, it shows that value for money as the 3<sup>rd</sup> important factor to influence end users buying Kelani Cable brand as it summarizes in table 4.3.

#### 4.7.2. Correlation between Quality and Purchasing Decision

According to the following statistical analysis, it shows that there is comparatively a significant relationship between quality and purchasing decision recording its coefficient value as .498. Further to same, table 4.3 stated that quality as the most important factor to influence end users buying Kelani Cable brand.

Correlations			
		PurchasBehaviour	Quality
PurchasBehaviour	Pearson Correlation	1	.498**
	Sig. (2-tailed)		.000
	N	102	102
Quality	Pearson Correlation	.498**	1
	Sig. (2-tailed)	.000	
	N	102	102

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Source: Analysed data 2013/14.

#### 4.7.2. Correlation between Brand Image and Purchasing Behaviour

Correlations			
		PurchasBehaviour	BrandImage
PurchasBehaviour	Pearson Correlation	1	.347*
	Sig. (2-tailed)		.012
	N	102	102
BrandImage	Pearson Correlation	.347*	1
	Sig. (2-tailed)	.012	
	N	102	102

\*. Correlation is significant at the 0.05 level (2-tailed).

Source: Analysed data 2013/14.

According to the correlation between brand image and purchasing behavior was found that comparatively high figure .It is 0.347 and second highest compare with others. It was further justified that brand image as the second most important determinant factor to motivate buying decision towards the purchasing decision.

**4.7.3. Correlation between Promotional Impact and Purchasing Decision**

Correlations			
		PurchasBehavir	Promotional impact
PurchasBehavir	Pearson Correlation	1	.246*
	Sig. (2-tailed)		.030
	N	102	102
Promotional Impact	Pearson Correlation	.246*	1
	Sig. (2-tailed)	.030	
	N	102	102
*. Correlation is significant at the 0.05 level (2-tailed).			

Source: Analysed data 2013/14

This analysis shows that there is a moderate relationship between promotional impact and purchasing decision as per the coefficient value indicated as 0.246. It provides an indication for Kelani Cables to rethink the promotion mix applied in branding model since it hasn't made a significant impact towards buying decision. Usually, it does allocate huge proportion for the ATL and BTL methods in building brands. It has to revisit the combination of promotional strategies to make it more connected to consumer behavioural responses for the brand.

**V. Conclusion And Contribution To Practice**

The findings of this case study could be largely justified for the cable industry and even similar types of industries referring to consumer durables and industrial marketing. According to the analysis, it can conclude that quality related factors could be the most effective brand building blocks to make end users positively influenced for brand buying decisions. It is recommended for the practitioners to consider product related standards and quality practises to be included in the branding model to build strong brand equity. Product performance and consumer judgment could be developed as to build strong brand equity via intergraded promotional model in stimulating the customers. But, the brand promotion model needs to be executed to communicate those quality appeals via the brand positioning strategy. Further, it has to be strategic in designing communication mix as per the target consumer profiles. Kelani Cables had to come up with balanced strategy in terms of profile, push and pull to execute its brand promotional model. It revealed that brand image could influence the buying decisions at significant level compared to value for money and promotional supports. Therefore, what Kelani Cables initiated as to create brand image via advertising, public relations and even incorporating emotional brand appeal —Safety Forever! have resulted to enhance brand performance. Therefore, it can share an explicit knowledge for the industry that brand image building can result to purchasing decisions provided an integrated approach is available. It is recommended to implement promotional model along with strong justification of product improvements. It was revealed that Kelani has incorporated quality improvement methods, R& D and marketing functions as an integrated model in building product performances eventually connects into brand promotional appeal.

Finally the case study reveals that it is required to come up with brand promotional models as customized to B2C context whilst a separate approach may find in industrial markets. During last 5 years of time, Kelani Cables gradually improved its branding into consumer market followed by more pull strategy. However, result shows that promotional impact has a less significant impact on buying decision referring purchasing decision towards Kelani Cables. The lesson to contribute for the practise is focusing more on pull promotions if it requires pulling end users rather over depending on intermediaries. Therefore, the company has to revisit its promotion model to connect more on pull context rather alert largely on push strategy as a conventional approach.

Business model has to be established connecting to its value chain as the excellence of execution. Kelani Cables PLC incorporates this strategic approach to build wholesome business process whereas branding model is facilitated as a sub system of the main business model. Finally, it can share the learning lesson from this case that it needs system integration to strengthening the brand as the optimum customer contact point. Brand building

blocks are supposed to be the organizational systems and value chain components should connect multi functions as a hub to assist brand performance.

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