EFFECTS OF BRANDIG ON IMAGE OF HOTELS IN UGANDA
A CASE STUDY OF KAMPALA AND ENTEBBE PROTEA HOTELS

BY

NUWAMANYA ISAAC
15/U/11638/PS
215003535

SUPERVISOR
DR. FRANCIS MUGIZI

DISERTATION SUBMITTED TO THE SCHOOL OF FORESTRY,
BIODIVERSITY ENVIRONMENTAL AND GEOGRAPHICAL SCIENCES
IN PARTIAL FULFILLMENT FOR THE REQUIREMENTS OF THE
DEGREE
OF TOURISM OF TOURISM
MAKERERE UNIVERSITY

JULY 2018
DECLARATION

I, Nuwamanya Isaac declare to the best of my knowledge and understanding that the work Presented in this dissertation is entirely my own and has never been presented in this University or any other institution for any award.

Signature.......................................................... Date.................................

22/05/10
APPROVAL

This report has been submitted for examination with the approval of the University supervisor.

Sign: __________________________ Date: 22/08/18

Dr. Francis Mugizi
DEDICATION

This work is dedicated to my amazing mum Mrs. ............... and all my relatives for all the love and sacrifices they have made over the years to make me who I am and to my dear sisters and brothers, Thank you for the love and support.
ACKNOWLEDGEMENT

I take this opportunity to thank the almighty God for keeping me alive up to the time of handing in this dissertation which you are reading now. Had it not been his mercy on me, I would not have made it. I continue to thank him for giving me the wisdom and knowledge to prepare such a document on my own. I would also like to recognize the tireless efforts of my academic supervisor Dr. Mugizi Frank who from the start has dedicated numerous hours, guidance and a wealth of knowledge towards this work. I am sincerely grateful.

I also thank my Aunt for educating me from the time I started my academics up to this time I am completing my Bachelor’s degree with this research project. It is because of her that I got this chance to write such a document. In addition, I thank my mother and siblings for the support they gave me throughout my education period and during my research all the way from financial support, social support as well as spiritual support.

Lastly, I thank my friends, without mentioning their names because the list is long, for the work done in giving me advice on how to make this research project a success. May the almighty God bless all the above parties!
# TABLE OF CONTENTS

DECLARATION ................................................................................................................................................. 2
APPROVAL ......................................................................................................................................................... 3
DEDICATION ....................................................................................................................................................... 4
ACKNOWLEDGEMENT ........................................................................................................................................ 5
TABLE OF CONTENTS ..................................................................................................................................... 6
LIST OF TABLES ............................................................................................................................................... 8
ABSTRACT ......................................................................................................................................................... 9

1.0 CHAPTER ONE : INTRODUCTION ............................................................................................................. 10
1.1 STATEMENT OF THE PROBLEM ........................................................................................................... 11
1.2 OBJECTIVES OF THE STUDY ................................................................................................................. 12
1.2.1. Main objective ..................................................................................................................................... 12
1.2.2 Specific objectives ............................................................................................................................... 12
1.3 Research questions .................................................................................................................................. 12
1.4 Scope of the study .................................................................................................................................... 12
1.5 Significance of the study ......................................................................................................................... 13

2.0 CHAPTER TWO: LITERATURE REVIEW ................................................................................................ 14
2.1 History of branding ............................................................................................................................... 14
2.2 Concept of branding ............................................................................................................................. 16
2.3 Effects of branding on hotel image ...................................................................................................... 17
2.4 Branding strategies ............................................................................................................................... 19
2.5 Factors affecting the brand image of a hotel ....................................................................................... 21
2.6 Protecting brand names and trademarks ............................................................................................ 22

3.0 CHAPTER THREE: METHODOLOGY ..................................................................................................... 24
3.1 Research design ....................................................................................................................................... 24
3.2 Study area

3.3 Study Population

3.4 Sample size

3.5 Data Sources

3.6 Data Collection Methods

3.7 Data Analysis

4.0 CHAPTER FOUR: RESULTS INTERPRETATION

4.1 Profile of the respondents

4.2 Branding strategies employed by Protea hotels

4.3 Effects of branding on the image of this hotel

Table 4.3 Effects of branding on image of Protea hotel

4.4 Challenges faced Protea hotel in branding process

5.0 CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

5.2 Recommendations

5.3 Recommendations for further research

REFERENCES

Appendix A: Questionnaire for hotel staff
LIST OF TABLES

Table 4.1. Demographic characteristics of respondents ......................................................... 28
Table 4.2. Branding strategies employed by the hotel .............................................................. 30
Table 4.3. Effects of branding on Image of Protea Hotels ......................................................... 33
Table 4.4. Challenges faced by Protea hotels in Branding process ......................................... 35
ABSTRACT

The study was carried out at Protea hotels both in Kampala and Entebbe. It assessed the effects of branding on images of hotels in Uganda. The study was guided by objectives; to profile the various branding strategies employed by Protea hotel in its operations, to determine the effects of branding on the image of Protea hotel and evaluation of the challenges faced by Protea hotel in its branding process. Questionnaire was administered and interviews were employed to collect data that was analyzed using computer special package (SPSS version.16).

The study established that different branding strategies are used by the Protea. The strategies include; maintaining good reputation, good brand name, partnering with other branding strategies, moving to market place before other brands and provision of quality services at the hotel. The study further revealed that hotel branding has a positive effect to the development of the hotel through creation of hotel reputation, increasing visitors to the hotel, creation of repeat purchase, increasing customer royalty which results to increased sales. The findings show that that branding has contributed to hotel reputation, increased hotel sales, increased customer base and created repeat visits to the hotel. Despite the branding process at the hotel, the study revealed that there are different the challenges experienced during the branding. The identified challenges were of problems of customer acquisition, high costs involved, meeting customer expectations and ever increasing competition. As the result, the study recommends that the hotel should ensure reviewing of activities and evaluating the successes through metrics such as levels of brand awareness and levels of engagements. Regular reviews would help seize and exploit new opportunities while upholding hotel commitment to remain true to hotel vision and brand strategy and need by management to conducts aggressive marketing campaigns to create awareness of its brand especially to potential customers and to try to penetrate the new areas where they have not yet reached.
CHAPTER ONE

1.0 INTRODUCTION

Today’s hotel owners and enterprises are seeking consistency and quality at the right price. Consequently, hotel operators have turned their attention to guest satisfaction and branding because brand name operates as a shorthand for quality by giving the guest important information about the product/service sight unseen (Naylor, 2000). Accordingly, hotel executives recognize brand quality as an important company asset and as a potential source of strategic advantage as well as building the company’s image (Damonte, 2004).

Additionally, in today’s turbulent market place where consumers have an enormous amount of information with regard to products and services at their disposable, branding is the ideal choice to attract customers (Aluvia, 2005). Branding is referred to the use of a name, term, symbol or design or a combination of them intended to identify the goods and services of one seller or a group of sellers. Branding also identifies the combination of elements which, when combined, can provide an accurate and recognizable overview of the company’s history, purpose, reputation, strength, and values. A brand should be so strong that the immediate association with it should be all the positive elements a company has to offer. In addition, according to Oliveira-Castro (2008) brand image is a symbolic constructed created within the minds of people and consists of all the information and expectations associated with a product or service. Branding enables manufacturer to develop a specific market position for a product to maximize brand equity, most hotels have developed multiple brands to serve multiple markets (Jiang, Dev, & Rao, 2002). The value of a brand is based on the awareness of the brand, its quality perception, and overall customer satisfaction (Aaker, 1991). Satisfied customers tend to buy more, be less price conscious, and to generate positive word-of-mouth, thus contributing to bottom-line profit (Anderson, 2000). Effective branding can increase
customers’ satisfaction and strengthen customer loyalty, which in turn contribute to a company’s financial performance and as a result a potential source of strategic advantage. From the hotel owner’s perspective, appropriate brand with the correct position can allow them to leverage on the brand’s established name to increase awareness of their property and market value (O’Neill, 2006).

According to Hestad (2013) brands help customers to make decisions and this is because customers see brand as an essential element of a product or a service that will add value in meeting expectations. Customers everywhere respond to images and myths that help them identify the personal identities within the confines of culture and products benefits. Organizations such as hotels therefore need to brand and identify their demand with positive product benefits to attract potential customers, create brand awareness and increase profitability (Srivastava and Gregory, 2010). Effective hotel branding can also increase the level of reliability and risks associated with the hotel perceived by the consumer, and positively influence their consumption behavior as consumers will tend to purchase from brands they trust and are more familiar with (Bateson & Hoffman, 2009).

Kapferer, (2008) recognizes that a brand is a source of influence that has power to impact the market. Thus hospitality establishments such as hotels need to invest in branding in order to cope up with the competitive market and to increase their image visibility and market.

1.2 Statement of the problem

The important role of branding to the hotel’s image has been studied extensively as it relates to the hospitality industry (Briucks, 2006; Zeithaml & Naylor, 2000). The marketability of hotel greatly depends on its image in the eye of consumers arising from the strength of brand. According to Hess et.al (2011) strong brands have the potential to generate long-term and loyal customers which eventually lead to increase in sales.
Protea hotels have been in operations for over period of 10 years providing different services and products to its consumers. In their marketing operations to attract customers, different strategies have been employed including but not limited to branding. This research investigates the effect of employed by Protea hotel in enhancing its image.

1.3 Objectives of the study

1.3.1 Main objective

The main objective of this study is to assess the effects of branding on hotel’s image.

1.3.2 Specific objectives

i. To profile the various branding strategies employed by Protea hotel in its operations

ii. To determine the effects of branding on the image of Protea hotel.

iii. To evaluate the challenges faced by Protea hotel in its branding process.

1.4 Research questions

1. What are the various branding strategies employed by Protea hotel?

2. How have the branding strategies employed by Protea hotel affected the image?

3. What branding challenges have been faced by Protea hotel in its operation?

1.5 Scope of the study

The study was carried out on Protea hotels located in Kampala and Entebe. It particularly focused on getting information about employed by protea management the branding to distinguish its image from other hotels in the hospitality sector. It further looked at the extent to which the existing branding strategies have influenced its image to the public.
The study took approximately a period of six months to collect and analyze the findings for the write-up.

1.6 Significance of the study

The study will benefit Protea hotel and other operators in the hotel industry in that it will come up with effective branding strategies and can be applied by the hotels in competitive market. This study findings will also help customers to easily identify with the Protea brand can be recognized in market place which in turn help to generate sales to the business.

As the student the study is hoped to be a future an eye opener when establishing a business in hospitality industry as particularly in choosing the appropriate brand that resonates with the public

The findings would add to the academic literature that can be of reference to future researchers and planners especially those who need information on branding in the hospitality industry.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 History of branding

Branding started during the middle ages when crafts guilds (similar to labour unions) and merchants’ guilds formed to control the quantities and quality of production Aarker, (1991). Each producer had to mark his goods so that output could be cut back when necessary - meaning poor quality which might reflect unfavorably on other guild products and discourage future trade could be traced back to gutty producer (Bowers ox, & Copper, 1992). Early trademarks were also a protection to the buyer, who could then know the source of the product.

Traced back to thousands of years ago (2000BC), the term “branding” came from the Old Norse “Brandr” – to burn. Back then, “cattle, slaves, timber and crockery were burnt or branded with the markings or symbols of the owner using a hot iron rod . Thus, the concept of branding was actually to express the ownership, particularly things with values. Over time, together with the development of science and technology, firms have continued their evolution in branding. And as the most visual part of branding, logos depict prominent changes. In 1876, Bass Ale’s red triangle was the first official trademark. Ford, Nokia and many other brands also changed their logo as we see today. Until recently, Apple with the latest MAC logo entirely transforms how brands nowadays do logo design (minimal, clean and elegant).

Marketing literature suggested that goods-based perspective was the dominant brand modelling. During the period 1900s to mid-1930s, companies used brands merely as identifiers to tell customers about the producers. From mid-1930s onwards, the focus of brand value creation shifted from physical goods to the creation of brand image. At this point, customers were still seen as the target for firms to market their offerings that promised to satisfy either utilitarian or symbolic needs of customers, however,
customers’ perception on brands’ functional and symbolic image started to affect customers’ brand choice. Brand scholars viewed brand as functional image until mid-1950s, and symbolic image from then till early 1990s. Furthermore, 1990s witnessed crucial changes in brand thinking; relationship-focus brand era opened up. In this period, marketing scholars acknowledged that customers enhancing their role as significant actors in the creation process of brand value, but not only passive participation as in previous decades.

According to William (2000), Market Orientation concept was first introduced and developed at the same time with product-centered brand thinking. Product-centered modeling mainly focused on the physical goods and “brand value in terms of cash flow, revenues, market share, stock price, value in a sale, or similar measures. Until 1990s, customer-centered era opened a series of changes in the ways firms did branding. This modeling brand value focused on “positive associations, awareness, loyalty, perceived quality of the brand, the differential effect of brand knowledge to the marketing of the firm, or the price premium that customers are willing to pay for the brand”. Together with this era, Brand Orientation was given birth.

Additionally, the concept of brands emerged from the domain of consumer products and was originally considered more or less synonymous with that category (Mary, 2009). Branding goes beyond product branding, instead focuses on “a well-defined set of values (Aaker, 2000; Hatch and Schultz, 2001). Accordingly, the role of employees including senior management is considered as important actors in transmitting the brand values both internally and externally (Balmer and Gray, 2003). With this direction, more stakeholders are taken into account, opening a more complicated yet interesting concept in branding Network perspective. Bringing corporation into branding or not creates a wide range brand relationship spectrum from house of brand to branded house with endorsed brands and sub-brands in between.
2.2 Concept of branding

Brands are marketed by restaurants to definite assets and often provide a restaurant in new product development, with a very solid start in positioning their product (Judy et al, 1999). Schiffman and Kanuk (2006) mentioned that the factors forming the brand image are the quality or quality, relating to the quality of goods offered by the manufacturer with a certain brand, it can be trusted or relied upon or agreements relating to the opinion formed by the public on a product that is consumed, the usability or benefits associated with the function of a good that could be used by consumers, the service which deals with the task of manufacturers in serving customers, the risks, related to the size of the result or profit and loss that may be experienced by consumers, the price, which in this case relates to the level or extent of the amount of money spent to influence the consumer of a product, it can also affect the image of the long-term, the image is owned by the brand itself, namely in the form view, the agreement and information related to a particular brand of product.

Kandampully&Hsin (2007) analyzed the influence of a positive image of the hotel and customer satisfaction to customer loyalty in the hospitality industry, using two-dimensional image of the hotel in the measure. Two-dimensional image of the hotel is the holistic image dimensions and image attributes. Holistic dimensions include total impressions and feelings about the phenomenon arising from part or all of the senses. Dimension attributes indicate the facilities and the physical environment that shape and influence the phenomenon and found out that customer attributes are associated with hotel environmental attributes that included facilities as well as loyalty of staff at hand.

According to Martinez and Chernatony(2004), the dimensions of brand image that is knowledge or familiarity with the brand and the fit of the brand. Indicators used in the dimension of knowledge with the brand, is as follows: determine the brand, frequency of purchase and product information. While indicators on the dimensions fit to the brand is
conformity between new product categories with product expansion and new product conformity with the image. Meanwhile, according to KusumaDewi, et al (2012: 20) on their study noted that for measuring brand image indicators used are as including quality brand, the brand is very familiar in accordance with its benefits, ease in obtaining, memorable and attractive packaging, variation products and great product.

2:3 Effects of branding on hotel image

Branding helps by giving the product some recognizable and ensured identity consumer decision is a combination of a number of perceptions made up of advertising they have seen, previous experience with the product Packaging, shelf placement and current mental and physical state. A brand name help customer combine perceptions into an overview that helps one make a decision brand perception lead certain expectations and allow efficient buying decision (Simon, 1970).

Hotel brands first create value for guests by helping to assure them of a uniform level of quality (O’Neill and Xiao, 2006). As customers’ loyalty grows, the brand owner can capitalize on the brand’s value through price premiums, decreased price elasticity, increased market share, and more rapid brand expansion. Finally, companies with successful brands benefit in the financial marketplace by improving shareholders’ value (O’Neill and Xiao 2006). Although it is important for hotel owners to be able to recognize the effects of a brand on a hotel’s market value, other benefits associated with a brand, such as guest satisfaction and loyalty, should be considered.

In a hierarchy of branding, brand image plays an important role in the development of a brand because the brand image concerns the reputation and credibility of the brand. The concept of brand image has become a very important part related to consumer purchasing decisions after 1950. This fact has been confirmed in a study conducted by Aaker and Keller (1991) that the image of the brand has been an important part of the marketing activities of the company, not only because it serves as the basis in the process of marketing mix but also play an important role in building brand equity long term.
According to Hsieh, et al (2004), a successful brand image enables consumers to identify that meets the needs of the brand and to differentiate the brand from its competitors, and consequently increases the likelihood that the consumer will buy the brand.

Brand image is a perception of the brand represented by brand associations in consumer memory (Keller, 1998 and Aaker, 1991). Keller and Aaker, both argued that the close relationship between brand association with the brand image, in which the association that exists to a brand can establish brand image. Brand association can assist in the recall of information related to products, particularly during the decision-making process to make purchases. Brand image and brand associations have aligned so that the integral one with the other. Well-established brands are intangible assets that serve as a source of strategic advantage and create financial value due to their ability to generate cash flows via relatively higher margins (O’Neill and Mattila 2006). In general, major contributors of generating cash flows are customer loyalty, brand extension including licensing opportunities, and enhanced marketing efficiency (Dahlhoff 2004).

Consumers’ increased awareness with a product offering or brand can lead to a range of favorable customer outcomes, such as stronger perceptions of quality. Interestingly, prior studies appear to support two opposite predictions concerning the relationship between service quality and branding. On the one hand, scholars posit that characteristics such as the physical facility of the service environment could assist consumers in developing social identification (Underwood et al., 2001). When consumers perceive the brand as having high quality they are more likely to identify strongly with the brand (He and Li, 2011; Lam et al., 2011). However, within the hotel industry, where products have been described as a commodity (Mattila, 2006), superior service quality is considered as necessary but insufficient to establish strong brand. From an alternative perspective, scholars argue that identification may be the key underlying psychological variable that affects customers’ product judgments, positive responses, and positive product evaluations (Ahearne et al., 2005). Individuals who identify with a brand are more likely to engage in favorable actions toward the brand (Donavan et al., 2006).
In the context of hotel services, the purchase and consumption of a branded offering is considered to be a visible activity which is able to provide distinct social meaning and product symbolism associated with the purchase (i.e. brand identification) (Wilkins et al., 2010). When evaluating a hotel brand, customers are more likely to be satisfied with the brand when brand identification enhances their positive image within social groups or contributes to their sense of belonging to a social group (Nam et al., 2011). Such an effect is empirically supported not only in the tourism and hospitality literature (Nam et al., 2011), but also in the broader business domain (He et al., 2012). Therefore, the influence of CBI on customer satisfaction, a concept that is related to service quality is highlighted. While the potential for service quality to enhance consumer loyalty cannot be discounted, as an antecedent, CBI for a service brand would seem to be more consistent in its influence on evaluative judgments given its initial formation occurring prior to consumption, rather than being influenced by those same customer evaluations.

Well recognized brands makes shopping easier. Consumers usually rely on well-known brands as an indication of quality. Brand promotions have advantages for branders as well as customers. A Good brand speeds up shopping for customers and thus reducing marketers selling time and effort and when customers repeatedly by brand, the brander is protected against competition from other firms. This can increase sales volume and reduces promotion cost. Good brands can improve the company’s image, speeding the acceptance of new products marketed under the same name. Importance of a good customer image has led to some hotels to change their corpo rate name to make it more descriptive of the firm activities (William, 2000). Brand can be confusingly similar to a competitors mark even though not identical. If it sounds, looks or has the same connotation as the competitors thorough search should be made of existing records by competent legal counsel and will generally involve searching one or more sources.

2.4Branding strategies
O’Neill, (2004) noted that the increasing focus on customers over the past twenty-five years, guest satisfaction has served as a measure of operational success for branding strategies. The strategic management of satisfaction is of utmost importance in today’s crowded marketplace, where customers are overwhelmed with lodging choices (Mattila 2004). For example, in 2008, Kim identified at least twenty-five different brands in the extended-stay segment alone (Kim 2008). Such a competitive environment requires attention to guest satisfaction. Research over the past two decades has shown that guest satisfaction leads to repeat purchases (Oh 1999), favorable word-of-mouth behavior (Gunderson, 2010), and loyalty (Renaghan 2000). Among the factors that drive hotel guests’ satisfaction are guest room cleanliness, hotel maintenance, employee friendliness, and knowledgeable employees (Oh, 2010), as well as the hotel’s physical environment (O’Neill 2003). Our research also has shown that hotel brands with higher levels of guest satisfaction achieve not only higher ADRs but significantly greater percentage increases in their ADRs over time as well (O’Neill, 2004).

The hotel industry has embraced the concept of marketing new products and services as extensions of the original brand name (Lane and Jacobson 1995). In 2006, the Cornell Hotel and Restaurant Administration Quarterly reported some 285 lodging brands worldwide (O’Neill and Xiao 2006). Long-established brands such as Hilton, Hyatt, InterContinental, Marriott, and Wyndham have all grown through brand extensions over the past twenty-five years. The brand-extension strategy works for the hotel industry in part because guests choose different types of hotels depending on their purpose of travel, and a brand extension with a familiar name allows consumers who depend on trusted brands to economize on time and search costs (Lane and Jacobson 1995). This approach is successful when consumers immediately conceive similar attributes and benefits for the extended concept based on the established brand name. According to Keller (1993), favorable, strong, and unique brand associations are stored in memory when the consumer possesses familiarity with a brand. Consideration. Sets are a set of alternatives that the consumer evaluates in making a decision (Peter and Olson, 2005).
Consumers choose products and services that are familiar to them more often than they try those with which they are unfamiliar.

Therefore, the extensions of familiar brand names, such as Hilton developing the Hilton Garden Inn brand, should find themselves in potential guests’ consideration sets; and those extended brands are highly likely to be chosen by consumers using peripheral cues, particularly when consumers are without specific product knowledge in the purchase situation, because the family name on an unfamiliar property serves as a heuristic to guide product choice (Lane a, 1995). Jing (2002) identified the disadvantages of a multi-brand strategy. Brand extensions often add complexities to the corporate structure, positioning of the brand might be challenging due to cannibalization issues, and it might be difficult to maintain brand-specific service quality standards. That study suggested that the ideal number of brand extensions is three, because that number provides the consumer with a sufficient menu of choices, still under the trusted brand name, without the threat of brand dilution (Jing, et al, 2002)

2.5 Factors affecting the brand image of a hotel

The development of a favorable brand image and the maintenance of loyal stakeholders is related to the maintenance of a responsible behavior toward these collectives by respecting the environment (Bigné et al., 2005), reducing the consumption of natural resources (Jauhari, 2007), engaging in social causes and providing a fair treatment to employees (David et al., 2005). However, managers do not forget that companies have a number of economic obligations related to making profit, long-term success and improving economic performance. All these ideas are closely-related to the philosophy of corporate social responsibility (CSR), which sets aside the idea that organizations are oriented only to shareholders, worrying about maximizing profits (Friedman, 1962), to incorporate other issues in the design of corporate strategy. Today, the CSR field presents not only a landscape of theories but also a proliferation of approaches, which are controversial, complex and unclear. Mele (2004) clarify the situation by classifying the main CSR theories in four groups: instrumental theories, political theories, integrative theories and ethical theories. As a key focus within this latter category, Mele (2004) include the
theory of sustainable development which will be followed in this study to the conceptualization of CSR since it has been widely applied in the field of tourism (Marti, 2012).

Loyalty is an important concept in marketing strategy and as Aaker said the brand loyalty is the center core of brand equity. Loyalty caused customers spent less time for seeking information. In 1992, Solomon showed that loyalty-based buying decisions might turn into a habit and this may be resulted from current brand equity. The loyal customers would have benefit for an organization in the reducing costs and implementing its works (Rundle and Bennet, 2001). Moreover, loyalty can get a chance to company to react against threats such as competition because as consumers become loyal to a brand they become less sensitive to a price increase because of the product's ability to satisfy their needs (Graham et al, 1994) and thus a corporate image is designed to be appealing to the public, so that the company can spark an interest among consumers, create share of mind, generate brand equity, and thus facilitate product sales.

Somayyeh (2006) dealt with the consumer subject and the state of brand equity’s evaluation (a study of hotel management industry). This research is dealt with the review of the evaluation of brand equity (perception of quality, mental image, and brand awareness) by the consumer’s cognitions in hotel management industry of Mashhad city. The main issue of this research is that what factors are affected consumer’s cognitions in order to show a brand in prominent form in his/her mind by this effect. Sey faliZarbi (2007) dealt with the evaluation of selected marketing mix components’ effect on brand equity. The data analyses results by using of structural equation model support the hypotheses of the research in the case of direct effects of parameters on each other. Results indicate the positive effect of brand equity dimensions on brand equity and strong effect of selected marketing mix components on these dimensions

2.6 Protecting brand names and trademarks

There is growing realization that brands, corporate and product are important intangible assets of organizations. Evidence of the importance of brands is apparent in the reported financial value of major brands and in the amounts that strong brands fetch when traded in the mergers and acquisitions markets. For example, the brand equity, in financial terms, of strong global brands represents a significant percentage of market capitalization.(Simon, 1970).
One form of protecting brand equity is through legal instruments such as patents and copyrights. Pharmaceutical companies, for example, protect their high research and development (R & D) investments through patents. Companies can also protect their logos as registered trademarks and literary publishing houses protect their publications via copyright laws. Although legal protection of brand equity is helpful, we contend that it is not sufficient for long-term brand equity protection (William, 2000).

The combined perspective of brand equity, outlined above, suggests that organizational competence in managing the brand could be the key to protecting brand equity in the long term. Kapferer (2015) implicitly supported this assumption when he argues that market share, brand loyalty and financial value will result from correctly managing brand identity over time. In other words, in the long term, better management of the brand leads to better performance of the products and services represented by the brand. Although legal protection of brand might deter competitive infringement, it is the strategic management of the brand, which results in a brand personality with unique symbolic features and valued experience to the customer, making the brand more difficult for competitors to copy. Strategic brand management, we argue, can safeguard brand equity and provide a long-term platform for sustainable competitive advantage to the organization (Keller, 1993).
3.0 CHAPTER THREE

METHODOLOGY

3.1 Research design

The study employed a cross-sectional survey design. This involved the use of both qualitative and quantitative approaches. Qualitatively, data was obtained with the help of qualitative data collection tools such as questionnaires and interviews and it focused on the facts that appear using the general knowledge in the interpretation of the findings from the field and quantitatively it involved use of quantitative data collection methods such as reading of journals, newspapers, textbooks.

3.2 Study area

This research study was carried out in Protea hotels Uganda. Kampala Protea hotel is a four star hotel located in Kololo Kampala central division and was established in 2007. Protea hotel Entebbe is also a four star hotel located on the shores of Lake Victoria and situated about 1km from the Entebbe Airport. These hotels have been into existence for the past 10 years employing various branding strategies to increase their image visibility and market hence making them more suitable for this study.

3.3 Study Population

The study included the selected staff on duty in the different departments of the hotel but, only target staff on the day shift program because of convenience. Guests at different hotels were also interviewed. These were considered because it's them that the hotel branding targets thus are in a better position to evaluate.

3.4 Sample size

The study used the purposive sampling technique to select a sample of 60 respondents. That included 40 staff members who were on duty during day shift from all the hotel
departments and 20 hotel guests. However, the research selected biggest number of respondents from the marketing department since its one responsible for brand awareness within the hotel.

**Table 3.1: Distribution of respondents**

<table>
<thead>
<tr>
<th>No</th>
<th>Category</th>
<th>Ptotea hotel Kampala</th>
<th>Protea hotel Entebbe</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Senior management</td>
<td>4</td>
<td>4</td>
</tr>
<tr>
<td>2</td>
<td>Sales and marketing department</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>3</td>
<td>Front office</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>4</td>
<td>Food and beverages department</td>
<td>3</td>
<td>3</td>
</tr>
<tr>
<td>5</td>
<td>Housekeeping department</td>
<td></td>
<td></td>
</tr>
<tr>
<td>6</td>
<td>Guests</td>
<td>10</td>
<td>10</td>
</tr>
<tr>
<td></td>
<td>Total</td>
<td><strong>30</strong></td>
<td><strong>30</strong></td>
</tr>
</tbody>
</table>

3.5 Data Sources

Both primary data was obtained was got through self-administered questionnaires and interview guides to respondents following systematic and established academic procedures as proposed by (Nunnally & Berstein, 1994). While secondary data was sourced through reading journals, newspapers, text books and databases of various hotels. This was considered as corroborative measures to validate the data that was collected using interviews and questionnaires. According to Amin, (2005) secondary data is helpful in the research design of subsequent primary research and can provide a baseline with which the collected primary data results can be compared.

3.6 Data Collection Methods
3.6.1 Questionnaires

A questionnaire as a tool of data collection was used in this study. This was divided into two parts. The first part of the questionnaire collected the demographic information of participants, which includes age, sex, position/department in the hotel, education level. The second part of the questionnaire aimed at gaining information on participant’s perception and attitudes towards the brand. The questionnaire was administered to the respondents where they could give their views.

3.6.2 Interview

Interviews are defined as a qualitative research technique which involves “conducting intensive individual interviews with a small number of respondents to explore their perspectives on a particular idea, program or situation. (Boyce, & Neale, 2006). In this study, interviews were both, structured and unstructured. The interview questions focused on soliciting data on how branding is achieved, how branding strategies used by the hotels influence the image and the branding challenges faced by Protea hotels. Interviews were preferred in this study because of the flexibility and able to empower the interviewer to control flow of exchanges.

3.6.3 Documentary Survey

Documents are materials which contain the information about a subject under investigation. All research begins by studying documents and a review of related literature. According to Mbaaga, (1989), documentary helps the researcher not to research into re-inventing the wheel that invented centuries ago. It also helped in getting acquainted with the objective and hypothesis of the past research so that one can formulate those of the present study. The method involved the study of both primary and secondary documents such as text books about Branding in the hotel and hospitality industry and other various sectors, especially in tourism. Documentary review method was used by the researcher through reviewing already written reports about Branding.
3.7 Data Analysis

The data was first edited and summarized then analyzed using Statistical Package for Social Scientists (SPSS) Version 16.0, to test the relationship between branding strategies and hotel image. The analyzed data was then transformed into meaningful information. This was in form of statistical figures, tables and charts summarizing the findings.
4.0 CHAPTER FOUR:
RESULTS AND INTERPRETATION

4.1 Profile of the respondents

The background characteristics of respondents included age, level of education and Sex. These were considered vital in understanding dynamics of effects of branding on the hotels image (Table 4.1)

Table 4.1. Demographic characteristics of respondents

<table>
<thead>
<tr>
<th>Variable</th>
<th>Frequency</th>
<th>Percentage of respondents</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Lengths of stay</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Less than 1 year</td>
<td>13</td>
<td>32</td>
</tr>
<tr>
<td>2-3 years</td>
<td>22</td>
<td>58</td>
</tr>
<tr>
<td>4 years and above</td>
<td>5</td>
<td>10</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td><strong>Age</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>20-25</td>
<td>6</td>
<td>15</td>
</tr>
<tr>
<td>26-30</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>31-40</td>
<td>23</td>
<td>57.5</td>
</tr>
<tr>
<td>41 and above</td>
<td>11</td>
<td>27.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td><strong>Education</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Never went to school</td>
<td>0</td>
<td>0</td>
</tr>
<tr>
<td>Diploma</td>
<td>15</td>
<td>37</td>
</tr>
<tr>
<td>Degree</td>
<td>25</td>
<td>62.5</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>100</td>
</tr>
<tr>
<td><strong>Sex</strong></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Male</td>
<td>27</td>
<td>67</td>
</tr>
<tr>
<td>Female</td>
<td>13</td>
<td>3</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td>40</td>
<td>100</td>
</tr>
</tbody>
</table>

4.1.1 Age of the Respondents

Table 4.1 revealed that most of the respondents (57.5%) were in the age bracket of 31-40 years old. This implies that the respondents were mature and knowledgeable in their work thus have experience and therefore very resourceful to this study. Respondents in the age bracket of
41 years and above were the second in terms respondents, a scenario that is attributed to the fact that the nature of business requires experienced individuals especially on the managerial level. Other age brackets were also interviewed in order to get a rich feedback of the work (Table 4.1)

4.1.2 Respondents’ Level of Education
Table 4.1 revealed that (37%) of respondents had a diploma level of education, another 63% of the respondents had a degree level of education. This implies that quite a number of respondents were able to interpret and respond to the questions posed to them additionally the employees attained education which was important in understanding the branding strategy and process taking place at Protea hotel.

4.1.3 Sex of the Respondents
Field findings presented in Table 4.1 shows that majority of the respondents were males (67%), and 33% were females. This implies that the hotel Protea employees more male than female and According to Human resource Manager this is attributed to the nature of the work being done at the hotel

4.2 Branding strategies employed by Protea hotels
The main challenge in service marketing, as well as in product marketing in hotel sectors is the having and launching successful brand recognized by the customers to realize the benefits of the hotel and the and all stakeholders. In this study it was revealed that Protea hotel employs different branding strategies that included maintaining good reputation, good brand name/image, collaborating with other branding strategies/corporate branding, moving to market place before other brands and creating brand position as indicated in (Table 4.2) below.

Table 4.2 Branding strategies employed by the hotel

<table>
<thead>
<tr>
<th>Branding strategies</th>
<th>Frequencies</th>
<th>percentage of responses (multiple responses)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Partnering with other branding companies/corporate branding</td>
<td>30</td>
<td>77</td>
</tr>
<tr>
<td>Brand positioning</td>
<td>27</td>
<td>69</td>
</tr>
<tr>
<td>Moving to market place before other brands</td>
<td>25</td>
<td>64.</td>
</tr>
<tr>
<td>Brand name</td>
<td>34</td>
<td>87</td>
</tr>
</tbody>
</table>

4.2.1 Good brand name/image

Field results indicated that having good brand name/image (87%) is one of the main branding strategies employed by Protea hotel. According to sales and marketing manager having a unique name Protea on all the hotel products created a big image of hotels especially in the minds of the customers. He further noted that once customers have a brand name in their memory, it becomes easier for the guests/customers to be associated with hotel goods and services.

The senior manager Protea hotel Entebbe explained the hotels basis for brand positioning is in the quality of the service offered to customers once at their facility. He reiterated that every staff is inducted to love his/her job and do it with a passion that reflects the brand of the organization. in an interview with some of the guests, their choice of the hotel to visit partly depends on the
brand visibility on the internet and on online assessment done by other former guests to the facility. This according to the perception plays a key role in choice making. This eventually makes a branding process very successful and easy to be conceptualized in the market place. Similarly according to (Doyle, 2011) brand names consist of the association and perceptions, which are created and held in the mind of the customer. Therefore being in touch with such brand, the association directly affects the brand within the consumer’s memory. Banerjee, (2007) further argued that, a hotel with a better brand name relates to the client’s thoughts and feelings towards the brand and hence penetrates the market place.

4.2.2 Brand positioning

Field findings in the table 4.2 shows that brand positioning had the highest percentage (92%). Majority of the staff interviewed at both Protea hotels argued that they are designing the organization’s offering, and the particular image the company wants to build in the minds of the targeted consumers. Hooley (2008) also supported the statement that positioning deals with the way a company influences its potential customer’s mind. Additionally the brand ambassador for Protea hotel noted that positioning at Protea hotels is a continuous process done to evaluate the competitors positioning strategies against their position. He acknowledged that in comparing the company’s brand positioning, the managers are able to asses changes that must be made to attract and maintain more as customers. This is because customer’s tastes are occasionally based on comparative analysis.

4.2.3 Partnering with other branding companies/corporate branding

Results in table 4.2 indicated that that 77% of the respondents pointed out that through partnering with other service delivery to their respective guests, the brand Protea and its attributes have been recognized. Protea Hotel Management have created a relationship with some customers whom in turn become ambassadors to the company and spread positive word of mouth. According to the ICT manager at Kampala branch, the hotel decided to form its strategy by collaborating with various online blogger to sell itself to other bloggers. According to the respondents, creating an online presence via bloggers and social media outlets (Facebook) is the trend for now and the future. This is in consistent with Kotler and Pförtsch (2010) who noted that having collaboration in branding helps the hotel sector and other organizations to reach in
areas where they have never been in existence and thus important to formulate a branding strategy that fits the new marketplace obtained. According to the front office manager Protea hotel Kampala mentioned a partnership strategy the hotel employs with other organizations such as airlines, institutions that have an outstanding brand name. This is done through organizing events together where the hotel's logo and service offered is pronounced.

4.2.4 Moving to market place before other brands

In addition the results indicated that Protea hotel applies first movers as one of the brand strategies used by the management. According to Peterson (2002) consumer markets are regarded to have stronger first-mover advantages as in industrial markets as the companies tend to be more knowledgeable about the alternative processes and products than consumers. Consumers don’t necessarily have enough knowledge of the market to compare products, so they minimize their perceived risk by choosing the brand they know, which often is the pioneering company at the market place. These results were supported by the marketing managers of both branches who argued that the Protea brand not only follows different strategies in different locations, but also follows the first movers strategy. The first movers’ strategy according to them indicates going into markets before other hotels the hotel staff followed the first mover’s strategy according to the manager was applied in various locations, such as Kenya which has yielded positive results.

4.3 Effects of branding on the image of this hotel
Information gathered from respondents of the hotel indicated that hotel branding has a positive effect to the development of the hotel through creation of hotel reputation, increasing visitors to the hotel, creation of repeat purchase, increasing customer royalty which results to increased sales thus increased the level of income see (Table 4.3).

**Table 4.3. Effects of branding on Image of Protea Hotels**

<table>
<thead>
<tr>
<th>Statement</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Undecided</th>
<th>Disagree</th>
<th>Strongly disagree</th>
<th>TOTAL</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates hotel reputation</td>
<td>F 16</td>
<td>18</td>
<td>3</td>
<td>3</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>41.7</td>
<td>45</td>
<td>6.7</td>
<td>6.7</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Improves the quality</td>
<td>F 5</td>
<td>20</td>
<td>3</td>
<td>12</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>13</td>
<td>50</td>
<td>7</td>
<td>30</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Influences shopping</td>
<td>F 10</td>
<td>17</td>
<td>5</td>
<td>6</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>26</td>
<td>45</td>
<td>13</td>
<td>15</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Increases customer loyalty</td>
<td>F 15</td>
<td>15</td>
<td>8</td>
<td>2</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>38</td>
<td>38</td>
<td>20</td>
<td>5</td>
<td>0</td>
<td>100</td>
</tr>
<tr>
<td>Increases sales</td>
<td>F 28</td>
<td>6</td>
<td>6</td>
<td>0</td>
<td>0</td>
<td>40</td>
</tr>
<tr>
<td>%</td>
<td>70</td>
<td>18.3</td>
<td>18.3</td>
<td>0</td>
<td>0</td>
<td>100</td>
</tr>
</tbody>
</table>

**4.3.1 Creates hotel reputation**

The survey results indicate that majority of the respondents agree that branding promotes a good hotel reputation. Table 4.3 shows that 41.7% of the respondents strongly agree and 45% of the respondents agree to the fact that branding are a key to the hotels reputation, however only 6.7% disagreed to this notion. Interviews held with the guests indicated that they were attracted to the hotel by their brand partnership name which reads that Protea hotel by Marriot International.
Similarly according to (Mattila, 2004) branding functions as a multiplier as it generates desire and differentiation and motivates buyers to pay more for your products than they might otherwise which this turns into company's reputation so according to him while accompany builds brand in order to get the most return from them, they are protecting reputation in order to preserve credibility and trust.

4.3.2 Increases sales

Increasing the sale of hotel produce and services to clients is an important component of hotels branding strategy. Results from the field indicated that 70% of the respondents strongly agreed that branding increases sales at the hotel, 18.3% agreed, 18.3% were neutral and none of the respondents disagreed with the statement. According to sales manager at Protea hotels branding has been used to promote and to increase linkages between hotel and clients which in turn attract sales. Findings by Keller (2012) revealed that branding gives potential customers a glimpse into a company before a transaction is ever completed and so it's important for hotels to develop branding strategies that create a vivid sales from the tour company and this depends how they treat their customers and what they offer. A strong brand therefore is memorable and introduces customers to the hotel thus increases sales.

4.3.3 Branding increases customer loyalty

In regard to loyalty, findings indicated that respondents agree that branding increases the customer loyalty of the hotel. Table 4.3 shows that 38% strongly agreed that and another 38% agreed that the fact that branding is very influential in increasing the loyalty of the customers and 20% were neutral to this statement. However only 5% of the respondents according to the table disagreed. During face to face interview with guests at the hotels, they revealed that they are loyal to hotel whose brands are with associated with good quality food services, room services and good customer care. They noted that this influences them to come over again to consume the services at the hotel. Similarly (Xiao, 2006) acknowledged that hotel brands first create value for guests loyalty by helping to assure them of a uniform level of quality and as customers loyalty grows, the brand owner can capitalize on the brand’s value through price premiums, decreased price elasticity, increased market share, and more rapid brand expansion which finally benefits in the financial marketplace by improving shareholders value.
4.3.4 Branding influences shopping

Further results indicated that branding promotes customer shopping. Majority of the respondents agreed that branding influences their shopping (45%), 26% strongly agreed and 13% were neutral. However a reasonable number of respondents 15% disagreed with the statement. Results from the interview with the guests at Protea hotels revealed that they usually rely on well-known brands as an indication of quality and thus brand promotions is key to attract customers. Customers further revealed that a good brand speeds up shopping for them and thus reducing marketers selling time and effort and when they repeatedly buy brand, the brander is protected against competition from other firms. These results are similar with later studies of (William, 2000) who argued that branding influences shopping which increase sales volume, improve the company’s image, enhances the acceptance of new products marketed and reduce promotion cost.

4.3.5 Branding improves the quality thus creating the value to guests

Hotel brands first create value for guests by assuring them of a uniform level of quality. Results indicated that 50% agreed, 13% strongly agreed that branding improves the quality and creates the value of customers. However 30% of the respondents disagreed with the statement ( Table 4.3). According the front office manager Kampala Branch with branding , quality products are provided to clients which has built the customer trust of the products provisions by the hotel Lane (2005) acknowledged that hotels with higher brands achieve not only guest satisfaction but significantly greater increase in customers valuation and trust.

4.4 Challenges faced Protea hotel in branding process

During the study at Protea hotels, respondents were asked to identify the challenges experienced during the branding process. A number of challenges were identified such as high costs invested in branding process of Protea hotels, customer acquisition, meeting customer expectations and competition (Table 4.4).

<table>
<thead>
<tr>
<th>Challenge</th>
<th>Frequency</th>
<th>Percentage response</th>
</tr>
</thead>
</table>

Table 4.4. Challenges faced by Protea hotels in Branding process
### Problems of customer acquisition

<table>
<thead>
<tr>
<th>Problems of customer acquisition</th>
<th>31</th>
<th>78</th>
</tr>
</thead>
<tbody>
<tr>
<td>High costs</td>
<td>34</td>
<td>85</td>
</tr>
<tr>
<td>Meeting customer expectations</td>
<td>25</td>
<td>63</td>
</tr>
<tr>
<td>Competition</td>
<td>17</td>
<td>42</td>
</tr>
<tr>
<td>Poor planning</td>
<td>15</td>
<td>35</td>
</tr>
<tr>
<td>Problems of customer loyalty</td>
<td>17</td>
<td>42</td>
</tr>
</tbody>
</table>

Table 4.4 indicated that 78% of the respondents revealed that branding at Protea hotel is associated with problems of customer acquisition. According to the general manager Protea hotel, the rapid growing of hotels with strong brands in the market makes it hard for Protea hotels to acquire and retain customers since they have various options in the market place. This is in line with studies of (Renaghan, 2012) who acknowledged that in hotel business, customers may shift out of a targeted demographic, or their personal circumstances may change such that they no longer find value in an offering of the brand. He further noted that corporate customers may be lost due to acquisition by another organizations brand with firmly established supplier preferences, or if ceasing production of the goods and services for which the input is needed to attract customers.

### Problems of customer loyalty

Customer loyalty was mentioned as another related is a challenge because customers have many options and is forces brand designers to constantly spend time on innovation in order to stay ahead of their competitor. The sales and marketing manager argued that brands can't just create a product and then sell it but involves more about creating more customer loyalty which is difficult. The management therefore has to constantly to be innovative in their product line while simultaneously excelling at marketing. Otherwise a competitor will come in and take market share away according to (Mattila, 2003) Loyal customers are much easier to up-sell to and they also provide great word of mouth promotion for your property however building guest loyalty.
requires is a problem as it reacquires investment in all areas of the hotel to retain profitable guests.

### 4.4.3 Competition

According to table 4.4 results revealed that competition is one of the challenges associated with the branding process of the hotel. 42% of the respondents believed that competition against strong brand in the market for example Hilton, Serena group of hotels has posed a challenge in the branding process of the hotel. According to sales manager the market environments is welcoming more and more competitors. Internet, social media and word of mouth are the main disruptors and thus allow new competitors to expand fast. Neal (2000) for big brands, it is difficult to stay relevant because of the bureaucracy they must transit to move forward he further noted that being big is a burden when competing for crafted spaces such as local organic snacks, among others and that’s why many new brands are taking little by little, market share from big brand names.

### 4.4.4 High costs

Most importantly like any other branding process, branding for hotels involve high costs. According to field results 85% agreed that high costs, involved in branding process during hotel operations is that major challenge. The manager of Proteas hotel Kampala acknowledged that branding is one of those words that can mean many different things to different people and the cost to brand a hotel, focuses on different phases that include hotel Naming & Visual Identity, Company Messaging & Positioning and Brand Implementation & Design. All three phases according to the manager Protea hotel Kampala are necessary to create communicate and sustain a believable business brand which reacquires high costs. In addition (Judy, 2004) noted that in determining branding strategies the cost of branding a business matters. For a hotel environment, unconcerned with trademark or linguistic analysis, the cost to brand is much less than a global company needing brand name research and trademark clearance in multiple countries.
CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1 Conclusions

From the study findings and discussion it has shown that branding strategies are employed by protea hotel to promote its business and sustain completion. Across sectional of respondents both at the hotels and the guests interviewed acknowledged that the hotel brand influences customer in making decision to visit the hotel. During the study a number of branding strategies were employed by protea hotel that includes maintaining good reputation, brand name, partnering with other brands or organizations, moving to market place before other brands and provision of quality services.

The study also conclude that hotel branding has a positive effect to the development of Protea hotel through creation of hotel reputation, increasing visitors to the hotel, creation of repeat purchase, increasing customer royalty which results to increased hotel sales. It is important to that hotels design and implements strategies that will ensure hotel business sustainability in this competitive world.

Despite the promising and branding process taking place at the hotel it was realized that there are different challenges experienced such as high costs involved, problems of customer acquisition, challenge of meeting customer expectations and ever growing competition. It is important to note that these challenges have direct effect on the way hotels achieve their branding strategies.

5.2 RECOMMENDATIONS

- It is important to note that as hotel brand name grows the responsibilities and expectations to continue with brand building. Therefore the study recommended that the hotel should ensure reviewing of activities and evaluating the successes through metrics such as levels of brand awareness and levels of engagements. Regular reviews would help seize and exploit new opportunities while upholding hotel commitment to remain true to hotel vision and brand strategy.
• Due to high competition in the market place, the study recommends that the hotel management conducts aggressive marketing campaigns to create awareness of its brand especially to potential customers and to try to penetrate the new areas where they have not yet reached

• Further the study the hotel management should that the ideally work on brand extensions as this provides the consumer with a sufficient menu of choices, still under the trusted brand name, without the threat of brand dilution.

• Lastly there is a need to reduce on the cost of hotel operations and increase the branding budget since its core of the business and this can solve the financial implications of branding
REFERENCES


Judy A. Siguaw, Anna Mattila, and Jon R. Austin, (1999)."The Brand-personality Scale: An Application for Restaurants.


Appendix A: Questionnaire for hotel staff

Dear respondent,
This is a research being carried out by Isaac, a student pursuing a degree in tourism from Makerere University. The research is about Assessing the effects of branding on images of hotels in Uganda: a case study of Protea Hotel. Therefore, it is purely for academic purposes. Your responses are kindly sought and needed to these questions. I do therefore assure you that the information you give will be treated with confidentiality.

Thank you for your cooperation.

SECTION A

1. Age of the Respondent
   a. 20-25yrs  (b) 26-30yrs  (c) 31-35yrs  (d) 36-40yrs  (e) 41 and above

2. Sex of the Respondent
   a. Female  (b) Male

3. Position/department of the Respondents

………………………………………………………………………………………..

4. How long have you been in this hotel
   a. Less than 1  (b) 2-5yrs  (c) 6-10yrs  (d) 11-15yrs  (e) 16-20yrs

6. Education level of respondents

Certificate

Diploma
Section b: the various branding strategies employed by Protea hotel in its operations

1. How do you market this hotel (mark the appropriate answer, more answers possible)?

a). The Internet.

b) Friends and relatives.

c) Media.

d) Books and guides.

e). corporate branding.

d). Fairs and/or exhibitions.

Other, what: _____________________________________________

2. Which of the following brands/services are available here at the hotel protea

a) Protean Hotels & Resorts  b) Courtyard by protea

c) Grand Residence by protea  d) Residence Inn by protea

e) protea conference Centers  f) Town Place Suites by protea

g) Protean Spring Hill Suites by protea  h) protea Vacation Club

i) Protean executive Apartments

3. Which of the following branding strategies have you employed at the hotel?
a) Protea hotel makes honest claims.

b) protea hotel is trustworthy

c) protea hotel has good reputation

d) Provision of quality services

any other specify ..............................................................

Section C: the effects of branding on the image of Protea hotel.

4 The following are the effects of branding on the image of this hotel

<table>
<thead>
<tr>
<th>Effects of branding on image of protea hotel</th>
<th>SD (1)</th>
<th>D (2)</th>
<th>NAD (3)</th>
<th>A (4)</th>
<th>SA (5)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Creates hotel reputation</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increases visitors to the hotel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creates repeat visits by visitors</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase customer loyalty</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Increase in sales</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Creates positive impression of the hotel</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

5. Explain the challenges faced by Protea hotel in its branding process.

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

Thank you