

**AN EMPIRICAL INVESTIGATION OF THE EXTENT  
OF USAGE OF BRAND PERSONALITY IN BRAND  
POSITIONING IN THE LUBRICANTS MARKET.**

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**A MANAGEMENT RESEARCH PROJECT SUBMITTED IN  
PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR  
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## DECLARATION

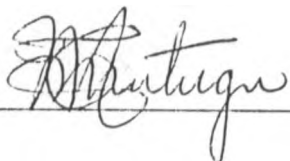
This Management project is my original work and has not been presented for a degree in any other University.



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LYDIA N. WANJAU

This Management Project has been submitted for examination with my approval as University Supervisor.



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MR. T. M. MUTUGU

(i)

**DEDICATION**

**TO MY HUSBAND:  
FRANCIS KARIUKI NDIGA**

(ii)

My sincere gratitude goes to my supervisor Mr. T. M. Mutugu, Senior Lecturer, Faculty of Commerce, University of Nairobi without whose guidance and valuable advise this study would not have been done. I also acknowledge the great assistance given by Prof. K'obonyo, Professor, Business Administration Department for assisting in the literature review and Mr. Iraki, Department of Management Science for his great assistance in the questionnaire design.

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# CHAPTER ONE

## **1.0 INTRODUCTION**

### **1.1 Background**

This paper is primarily a review of brand positioning using brand personality. The paper seeks to examine the extent of usage of brand personality in terms of changing brand strategy and increasing consumer sophistication. To achieve these the paper aims at discussing brand personality measurement using the five (5) personality scale proposed by Aaker, (1996) in the positioning of lubricants.

The Five-personality scale was chosen due to its ability to point out variables, which can be measured. It identifies elements which managers can choose in deciding the positioning strategy using brand personality depending on the target customer to help them appeal to the consumer more and consequently increase their market-share. Done well, brand personality can not only create a strong bond with the consumers, but also provide the manufacturer with a competitive advantage that others cannot duplicate. Marketers should aim at giving brands human characteristics and values that enable the brand become a means of expressing one's identity and self. (MvEnally et.al, 1999)



### **1.1.1 Meaning of a brand**

A brand is a name, term, sign, symbol or design or a combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competitors.

A brand is essentially a seller's promise to consistently deliver a specific set of features, benefits and services to the buyers. (Kotler, 1997). A brand, is a distinguishing name and/or symbol (such as a logo, trademark, 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 competition. A brand can be described by demographics (age, gender, social class and race), lifestyle (activities, interests and opinions) or human personality traits (extroversion, agreeableness and dependability), (Aaker, 1996).

### **1.1.2 Brand Personality**

Brand personality include (but are not limited to) associations with particular characters, symbols, endorsers, lifestyles and types of users. Together such brand personality associations create a composite image of a brand that is not very different from the image that we have of other people: they make us think of a brand as if it were a person. Just as we 'relate' to other people, consumers 'have relationships' to brands. (Batra et.al,1998)

A brand personality can be defined as the set of human characteristics associated with a given brand.

Thus it will include such characteristics as gender, age and socioeconomic class, as well as such classic personality traits as gender, age and socioeconomic traits as warmth, concern and sentimentality. Other non-product related brand personality driver's include- User Imagery, sponsorships, age and symbols.

### **1.1.3 Brand Positioning**

Brand position is the part of the brand identity and value proposition that is to be actively communicated to the target audience and that demonstrates an advantage over competing brands Aaker, (1996). The four (4) salient characteristics of a brand position are reflected by the phrases "part", "target audience", "actively communicated", and "demonstrates advantage". Positioning is the act of designing the companies offering and image so that they occupy a meaningful and distinct competitive position in the target minds (Kotler, 1997). Product position refers to a brand's objective (functional attributes) in relation to other brands. It is a characteristic of the physical product and it's functional features.

Positioning, above all, is a matter of the perception of our brand that we wish to create in the consumers' minds, and its relation to other brands, (Sengupta, 1990).

The key idea in positioning strategy, is that the consumer must have a clear idea of what your brand stands for in the product category, and that a brand cannot be sharply and distinctly positioned if it tries to be everything to everyone (Batra et. al, 1998).

Positioning involves a decision to stress only certain aspects of our brands and not others. A brand's position, is the set of associations the consumer has with the brands.

These may cover physical attributes, or lifestyles or use occasion or user image or stories that carry it. A brand's position develops over years, through advertising, publicity, word of mouth and usage experience. Brand Positioning can be sharp or diffuse, depending on the consistency of that brand's advertising over the years. (Batra et. al, 1998)

Positioning is not only what we do to the product but more of what we do to the consumers' perception of the product. Position represents the essence of the brand as perceived by the target consumer in a multi- brand market. A brand is not passive but active. It acts to bring about that perception. Position represents the whole or overall perception of the brand in that consumer's mind and that it is always a relative concept. A company must carefully select the ways in which it will distinguish itself from competitors. Positioning is more a matter of the consumer's mental perceptions than of the physical characteristics of the product.(Aaker, 1996)

Thus it is important to find a vacant position in the consumers' perceptual space, occupy that position and defend it. Positioning is not what you do to the product, but what you do to the consumers mind through various communications.

## 1.2 STATEMENT OF THE PROBLEM

Oil companies have aggressively marketed lubricants with an intention of creating a difference from the competition. This is because it is not easy to position refines on the basis of personality because all the refines sold by petrol companies comes from the same source and is refined in the same petroleum refinery.

Oil companies can attract more customers to their outlets if their lubricants can have better appeals to the motorists.

This can be better done if lubricants are differentiated and positioned differently. It also means that if the lubricants are popular and attractive to customers, the same customers will also buy refines in plenty. This underscores the importance of successful lubricants.

Lubricants can be made more successful by being positioned particularly on the basis of personality just like other brands. Oil companies have started advertising their differentiated lubricants more aggressively. Advertisements on (i) Havoline Energy, and (ii) Helix evidence this. The lubricant brands appear to have different personalities.

But although advertising of lubricants using personality has been done (Mandi, 2000, Gaya, 1999, Nial Kramer, 2000, Sokoni, 2001), no study has been done to find out the extent of usage of brand personality in brand positioning in the lubricant market in Kenya, hence the need for this study. There is no evidence that a similar study has been done elsewhere in the world.

Arising from the above, there's a need to test whether the perceived personality of the lubricants affects their positioning to the consumers.

### **1.3 OBJECTIVE OF THE STUDY**

The main objective of the study is:

To investigate the extent to which brand personality is used in the positioning of lubricants in the oil industry.

### **1.4 IMPORTANCE OF THE STUDY**

The study is expected to be of benefit to the oil industry, in using brand personality to position their lubricants.

This study is also expected to benefit any company wishing to use brand personality in positioning their brands as a marketing tool.

Finally this study may be used as ground for further research for the academicians

## CHAPTER TWO

### **2. LITERATURE REVIEW**

#### **2.1 Brand Personality**

##### **2.1.1 Brand Equity**

Brand equity is a set of assets (and) liabilities linked to a brands name and symbol that adds to (or subtracts from) the value provided by a product or service to a firm and/or that firms customers. The major brand asset categories are:

1. Brand name awareness
2. Brand loyalty
3. Brand Image
4. Perceived quality
5. Brand associations

The management of brand equity requires investment to create and enhance these assets and to provide a compact overview of how brand equity generates value. Each brand equity creates value in a variety of very different ways. In order to manage brand equity effectively and to make informed decisions about brand building activities, it is important to be sensitive to the ways in which strong brands create value.

Brand equity creates value to the customer as well as the firm. The word "customer" refers to both end user and those at the infrastructure level.

Thus Companies need to be concerned about its image among existing and potential customers, particularly its perceived customer acceptance- as these can be critical to market success (Aaker, 1991).

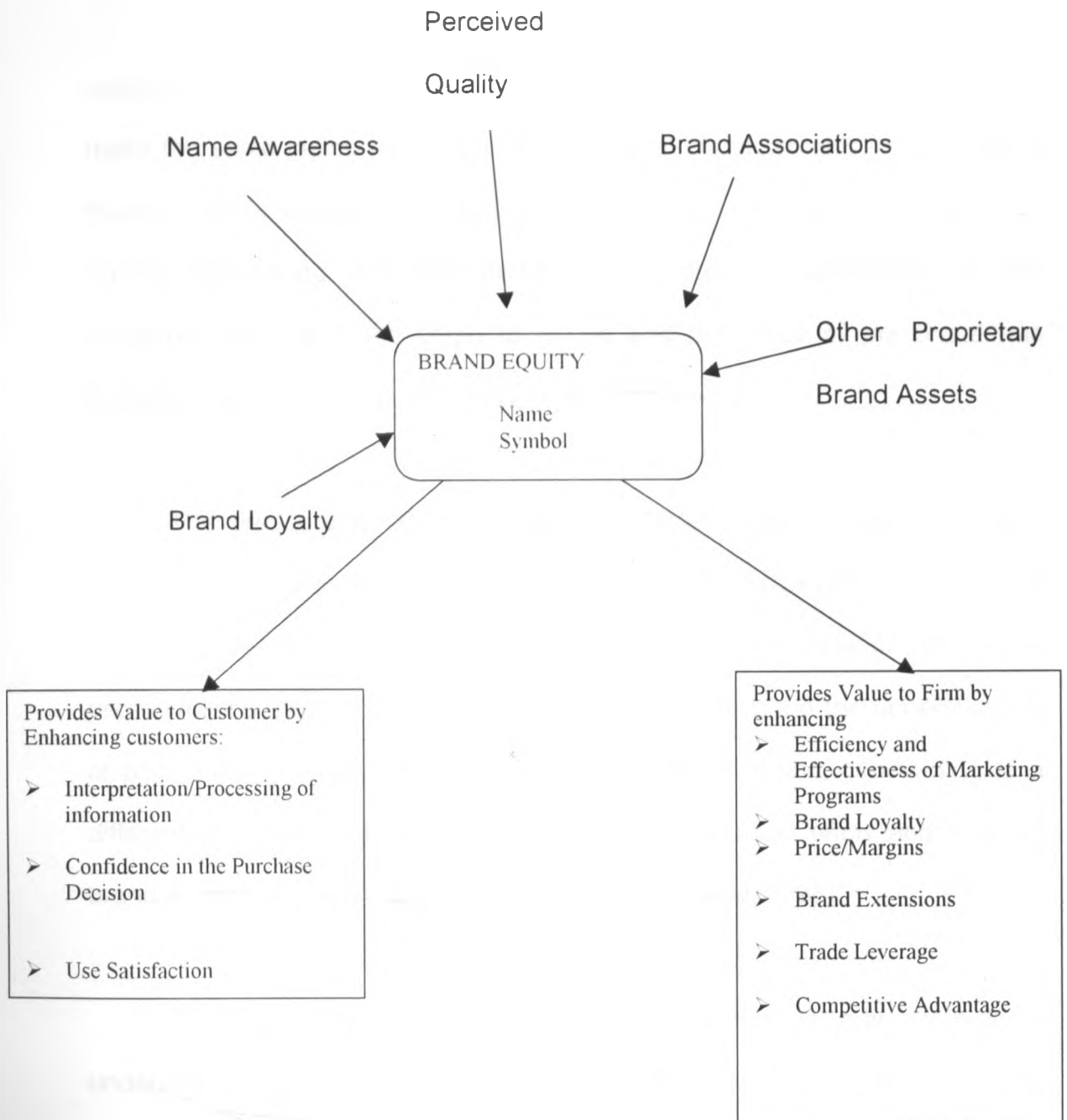
(Batra et.al,1998), defines a brand as having equity not only with the consumers (through high awareness and strong associations) but also with the distributive trade and terms of patented technology or other proprietary assets. One reason why Coca-Cola is often ranked as the world's top brand is its incredible worldwide distribution.

A brand has equity if the knowledge that the consumer has about the brand, in terms of greater familiarity with it, is favorable, strong, congruent, unique and leverageable associations, to lead to greater consumer preference. (Keller, 1993).

A brand with a strong equity, has a strong competitive advantage, one that can last for decades (Batra et. al, 1998). Most marketing effort concentrates on developing and enhancing functional characteristics of the brand and communicating these to consumers. This in turn enables consumers to identify and distinguish the brand from the competition and also acts as a guarantee of consistent quality.

Marketers are thus engaging in a brand positioning process, which builds perception of the brand vis-à-vis competitive brands (Ries and Trout, 1981).

**FIGURE 1: BRAND EQUITY**



**2.1.2 Brand Personality As An Asset of Brand Equity**

Consumers are faced with a variety of brands, all of which make functional promises (Beil 1991). To differentiate their brands, marketers focus on <sup>incorporating</sup> co-operating emotional values into their brands. Marketers select brand personalities consonant with the emotional values of the brand and the target consumer' lifestyle (Aaker, 1996).



Brand Personality occurs when differentiation among brands on rational/functional attributes becomes exceedingly difficult as most producers make the same claim. Incorporation of personal characteristics into the brand makes it more appealing to consumers who are more likely to affiliate with brands possessing desirable personalities. Thus the personality of the consumer and the brand begin to merge and the value of the brand has become a self expression.(McEnally et. al , 1999)

The pressure on Brands today is intense. Products are functionally equivalent in many categories and new product development cycles are shortening so that functional innovations can be quickly imitated. The brand personality construct can help brand strategies by enriching the understanding of peoples perceptions of and attributes towards the brand, contributing to a differentiating brand identity, guiding the communication effort and creating brand equity and enriching understanding. (Tybout et.al, 1998)

The brand personality metaphor can help a manager gain an in-depth understanding of consumer perceptions of attributes toward the brand. By asking people to describe a brand personality, feelings and relationships can be identified that often provide more insight than is gained by asking about attribute perceptions.

Strategically,

a) A brand personality, as part of a core or extended identity can serve as the foundation for meaningful differentiation, especially in contexts where brands are similar with respect to product attributes. Brand personality can only define the brand but not the product class context and experience. Brand personality is a unique set of brand associations that the brand strategist aspires to create or maintain. Brand identity structure includes a core and extended identity. The core identity is the central, timeless essence of the brand- it remains constant as the brand travels to new markets and products. The extended identity includes brand identity elements, organized into cohesive and meaningful groupings, that provide texture and completeness (Aaker, 1991). Since Aaker stresses that brand personality is part of a core or extended brand identity, this justifies the importance of brand personality and therefore the strong need to study the use of brand personality in brand positioning.

b) Brand personality is the heart and soul of the brand.(Aaker,1991)

c) The brand as a person perspective suggests a brand identity that is richer and more interesting than one based on product attributes.(Aaker , 1991)

d) A brand personality can create a strong brand in several ways:

(i) It can help create a self-expressive benefit that becomes a vehicle for the customer to express his or her own personality.(Aaker,1991)

- (ii) Just as human personalities affect relationships between people, brand personality can be the basis of a relationship between the customer and the brand.
  - (iii) A brand personality may help communicate a product attribute and thus contribute to a functional benefit.
- e) Oil companies have started positioning lubricants through brand personality e.g. Delo in Caltex for strong brands, Rimula for trucks in Shell and Delvac in Total also for heavy trucks.

Brand personality therefore can help position lubricants in the oil industry to increase their market share. According to Enterprise Africa, strong brands occupy particular niches in the minds of their consumers and are a significant source of competitive advantage. The brand personality metaphor can help a manager gain an in-depth understanding of consumer perceptions of attributes toward the brand. By asking people to describe a brand personality, feelings and relationships can be identified that often provide more insight than is gained by asking about attribute perceptions.

In the past researchers relied on ad hoc scales and instruments taken from personality psychology that were not validated for any specific products of brands (Aaker, 1997)

To correct this situation (Aaker , 1997) carried out a study in which she established five major dimensions of brand personality each having two or more personality traits associated with it which are:

### 1. Sincerity.

- **Down to earth:** Family – oriented, small-town, conventional, blue – collar, all American.
- **Honest:** Sincere, real, ethical, thoughtful, caring
- **Wholesome:** Original, genuine, ageless, classic, old-fashioned
- **Cheerful:** Sentimental, friendly, warm, happy

### 2. Excitement

- **Daring** Trendy, exciting, off-beat, flashy, provocative.
- **Spirited:** Cool, young, lively, outgoing, adventurous
- **Imaginative:** Unique, humorous, surprising, artistic, fun.
- **Up-to-date:** Independent, contemporary, innovative, and aggressive.

### 3. Competence

- **Reliable:** Hardworking, secure, efficient, trustworthy, careful
- **Intelligent:** Technical, corporate, serious
- **Successful:** Leader, confident, influential

### 4. Sophisticated

- **Upper Class:** Glamorous, good –looking, pretentious,
- **Charming:** Feminine, smooth, sexy, gentle.

## 5. Ruggedness

- **Outdoorsy:** Masculine, Western, active, athletic
- **Tough:** Rugged, strong, no-nonsense

### 2.1.3 Brand Associations

Brand Associations, according to (Batra et.al, 1998), can be about the brand's attributes, or benefits (functional, experiential, and symbolic, or attitudes toward it. Strong brands as observed by (Batra et.al, 1998) have more "shape and substance". They evoke richer, stronger, and more consistent favourable meaning and associations.

This associations according to Alex Biel as reported by (Batra et.al, 1998), can be "hard" dealing with tangible functional attributes such as speed, price etc, "soft" such as Apple Computer being youthful, Prudential Insurance being stable etc, they could be derived from the image of the maker (Corporate Image),of the user . According to (Batra et.al, 1998), these associations combined lead to a brand having an imputed "personality". A brand association is anything "linked " in memory to a brand. The association not only exists but has a level of strength. A link to a brand therefore will be stronger when it is based on many experiences or exposures to communication. (Aaker, 1991). In differentiating his products, a manager must judge which of those strategies can help him locate a niche in the market where it will hold a competitive advantage.

### **2.2.1 Meaning and Objective of Brand Positioning**

When markets are segmented, products have to be "Positioned" toward the segment of the market at which they are aimed. Product positioning is established through product quality and marketing effort. (CIMA, 1994)

(Kotler,1997) states that the most commonly promoted number one positionings are "best quality", "best service", "lowest price", "best value", "fastest", "most customized", "most convenient" and "most advanced technology". If a company hammers away at one of these positionings and conveniently delivers on it, it will probably be best known and recalled for this strength.

### **2.2.2 Positioning Process**

Successful positioning involves affiliating a brand with some category that consumers can readily grasp and differentiating the brand from other products that belong to the same category. For sustained growth, a brand must also be linked closely to consumers' goals. (Tybout et al, 1998)

Successful positioning (Tybout et al,1998) continues to expound, requires the performance of four tasks:

- a) Careful definition of what the brand is;
- b) Clear and meaningful differentiation from similar products;
- c) Insightful deepening of the brand connection to consumers goals over time;

- d) Disciplined defense of the position as competitors react and consumer tastes change;

### **2.2.3 Positioning Strategies/Approaches**

According to (Batra et. al, 1998), a positioning strategy can be conceived and implemented in a variety of ways that derive from the attributes, competition, specific applications, the types of consumers involved or the characteristics of the product class.

A successful strategy for selling ones products or services depends on ones ability to get into the minds of your targeted customers. (Harvard Business Review -May- June 1996).

Kotler (1997) states that the seven approaches to positioning strategy are represented as:

- i) Positioning by attribute: Associating a product with a particular feature by using product characteristics or customer benefits.
- ii) Positioning by benefit: Associating a product with a special customer benefit.
- iii) Positioning by use application: Associating the product with a use or application.
- iv) Positioning by user: Associating a product with a user or class of user
- v) Positioning by competitor: Identifying the product by using a competitor as a reference point.

- vi) Positioning by product category: Associating the product with others in a similar product class.
- vii) Positioning by quality/price: Using price as a cue to higher quality, with higher quality being reflected in more features and/or services.

These strategies revolve around different aspects of the brand which can be expressed as four questions posed on its self.

- (i) Who am I?
- (ii) What am I?
- (iii) For whom am I?
- (iv) Why me?

The questions posed above create the below positioning approaches:

1. Positioning by corporate identity
2. Positioning by brand Endorsement
3. Category related positioning
4. Benefit related positioning
5. Positioning by usage Occasion and Time of use
6. Price – quality positioning (Batra et.al,1990)

#### **2.2.4 Use and Importance of Brand Personality on Positioning**

states that Brand Personality, like human personality is both distinctive and enduring Aaker (1996). Tybout et. al, (1998) continue to state that once the



brand's position is defined, it needs to be differentiated from other members of the category.

Often this entails focusing on how the brand dominated its competitors with some benefit important to consumers. The strongest position is one where a point of difference on the primary benefit is the one that motivates consumers to buy the category.

Brand personality can be used to position brands through (Aaker, 1991);

- a) Enriching understanding – By asking people to describe a brand personality, feelings and relationships can be identified. This can help a manager gain an in-depth understanding of consumer perceptions of and attitudes towards a brand.
- b) Contributing to a differentiating identity- Strategically, a brand personality, as part of the foundation for meaningful differentiation, especially in the contexts where brands are similar with respect to product attributes. In fact it can define not only the brand but the product class context and experience.
- c) Guiding the communication effort- Tactfully, the brand concept and vocabulary communicates the brand identity with richness and texture to those who must identify the identity building effort. Decisions need to be made about advertising, packaging, and promotion, which events to associate with and the style of personal interaction between the customer and the brand.

d) Creating brand equity- Brand personality can be used in creating brand equity using self-expression model, Relationship based model and functional benefit representation model.

(Tybout et al,1998) state that whatever the basis for differentiation an effort should be made to give consumers a reason to believe that the brand possesses the benefit. Making connections with important consumer goals and values enhances the chance that a brand's position will provide enduring competitive advantage.

The big five personality scales referred to earlier, -Sincerity, Excitement , Competence, Sophistication and Ruggedness describe the personalities of many strong brands well. Like a person, however a brand can have a complex personality that ranges across the Big Five”(Aaker, 1996).

Brands that have a personality should consider enhancing it and making it a point of leverage within the brand identity. Those without personalities are usually vulnerable, exposed to attacks like stationary fortresses. (Aaker, 1996)

### **2.3.1 Brand Personality in Lubricants**

Marketing of lubricants is usually done in situations where the brand has a complex identity and there are many points of contact between the consumer and the brand. Because of their ability to bolster, enhance or give definition to

self-concepts (Solomon, 1983), lubricants are also the props one needs to play various roles such as sports enthusiast.

Changes in branding are related to: the expertise of management, the firms strategic goals on market targeting activities, the branding activities of other companies, the sophistication of consumers, the level of involvement in the product category, the stage of the product life cycle and the development of branding in the relevant product category. As manager exhaust the possibilities for differentiation based on product attributes, they frequently turn to the use of emotional values, (McEnally et.al, 1999)

Shell refers to Helix lubricant as the "living oil", "an engine oil designed to breathe life into your engine car". Shell portrays Helix as a lubricant, which offers the best quality. BP oil has customized their lubricant – " Each Visco variant is engineered to meet the different needs of different vehicles, from matatus, to 4 X 4s, pickups, diesels and all types of cars". They have therefore come up with "Visco Standard", "Visco Premium", " Visco Matatu", "Visco Pickup" " to make sure theirs is a Visco oil that's designed for your engine under the bonnet." Profitable: The company will find it profitable to introduce the difference. (Monthly Motor, December 1999)

### **2.3.2 Brand Positioning of Lubricants- How it is done and How Brand Personality is used.**

As consumer needs become more sophisticated, i.e. higher in the Maslow's pyramid, brands must be designed to meet higher level need that reflect the motivational need of the consumer (Assael ,1995).

Which branding strategy oil companies employ depends heavily on the firm's targeting and positioning decisions. Differentiation among brands on rational /functional attributes become exceedingly difficult as many oil companies make the same claim.

Therefore major oil companies have begun to give their brands personalities e.g. Shell give their Helix Lubricant the slogan- " The living Oil" and consequently "Adds more life to your car"- Monthly Motor, 1999), Caltex position their brand (Lubricants) around worth and value with an aim to delight and excite customers.

The brand personality of Caltex oil is agile, professional, dynamic, results oriented and customer obsessed.( Nial , 2001), Total personalize their lubricant by ensuring that Total Quartz 7000 does not lose its "cool", (Total Motorshow, 2001)

## CHAPTER THREE

### **3.0 RESEARCH METHODOLOGY**

#### **3.1 Scope of the Study**

The scope of the study required:

- a. Ranking of the 5 Personality scales which are Sincerity, Excitement, Competent, Sophistication and Ruggedness and to determine which of this personality trait's oil companies use in positioning their lubricants.
- b. Determining the extent of usage of various characteristics Marketing Managers take into consideration when marketing of lubricants.
- c. Determining the extent of usage of various functions carried out by the lubricant.

A cross sectional study of all the companies selling lubricants both oil companies and agents licensed by oil companies was conducted to determine how brand personality can be used to position lubricants.

Characteristics constituting brand personality were listed down. A distinction and disparity amongst the companies in terms of brand personality usage was carried out

### **3.2 The Population**

The Population of interest consisted of all the companies and agents licensed to sell lubricants in Nairobi.

Since the number of oil companies and agents licensed to sell lubricants is approximately 15, a census survey was carried out. All companies selling lubricants responded.

### **3.3 Data Collection**

The research instrument used to collect data was the structured questionnaire. Interviews on the basis of already prepared questionnaires were carried out among the companies selling oil in Kenya. Fifteen companies were approached. Questionnaires were used as a data collection tool. Out of fifteen twelve(12) companies responded.

Both primary and secondary data was collected. Secondary data was collected for relevant literature pertaining to each company of the population of interest. Primary data was collected by use of a questionnaire. The questionnaire had six parts. The first part was unstructured and was meant to obtain general information about the organization. The other five parts were highly structured consisting of specific questions aimed at obtaining data on each of the objective of the study.

The research instrument contents were based on the Five Brand Personality Scale(BPS) as provided by (Aaker, 1996). Selected personality traits that apply to the oil industry were used in the study to determine the extent of usage of brand personality in the positioning of lubricants.

The questionnaire was made up of six parts which were as follows:

Section A: General Questions

Section B: Graded of oils marketed by oil companies

Section C: Extent of usage of lubricant characteristics in positioning lubricants

Section D: Rate of usage of various factors in marketing lubricants

Section E: The Big Five-Personality Scale (BPS)

Section F: Positioning strategies in positioning of lubricants.

The opinions/attitudes of the respondents were captured on a five point scale and the following scheme was used to interpret the responses

<u>LABEL</u>		<u>RANGE OF MEANS</u>
Great Extent	(GE)	4.5 - 5.0
High Extent	(HE)	3.5 - 4.49
Moderate Extent	(ME)	2.5 - 3.49
Low Extent	(LE)	0 -2.49

## CHAPTER 4

### **SUMMARY OF FINDINGS AND DISCUSSIONS**

#### **4.1 INTRODUCTION**

##### **Data Analysis**

Completed questionnaires were edited for completeness and consistency. Data was tabulated and classified into sub-samples according to common characteristics depending on the appropriateness of the Big Five-Personality Scale such as Sincerity, Excitement, Competence, Sophistication and Ruggedness as applied by the oil companies.

Responses were coded to facilitate basic statistical analysis using descriptive statistics. Percentages of respondents based on the main attributes were worked out.

Mean, Mode, Standard deviation and Correlation Coefficient analysis techniques were used to establish the occurrence rate (Rate at which these characteristics appear on different lubricants within different periods).

The data in this study is summarized and presented by use of Mean Score, Mode, Standard Deviation, and Correlation Coefficient.

- a) Means are used to rank the variables. The higher the mean the greater the importance of the item.
- b) Standard deviation as a measure of spread, is used to determine the level of agreement among the respondents. ( Bowen and Weisberg, 1980)



c) Correlation coefficient to measure the correspondence in responses of the respondents.

The main objective of this study was to determine extent of usage of the big five-personality scale, as a tool in the positioning of lubricants.

## **Results**

### **Lubricant functions used by oil marketers.**

This section is concerned with the attributes, which the consumer cannot see immediately but feel later after use of product. The consumer expresses his/her feelings of the attributes by repeat purchase or lack of it. The responses of various functions of lubricants used by oil companies are summarized in Table 1 below. This section highlights value analysis as perceived through the eyes of the marketers of lubricants.

Successful business investments are cost conscious. They carry out organized and systematic study of every element of cost in a part or material or service to make certain it fulfills its function at the lowest possible cost.

This requires employment of techniques, which identify the functions the user wants from a product/service. It confirms the contemporary concept that the marketer must work with engineers as an approach to adding value to a product.

**Table 1.** Measuring the lubricant functions used by oil marketers.

	Mean	Mean Rank	Std Dev	Min-mum	Maxi-mum
a. Reduction of fuel oil	4.44	2	0.5	4	5
b. Engine Performance	3.89	3	0.9	4	5
c. Increase in life of car	3.67	5	0.7	2	3
d. Engine will receive protection against starting friction	3.89	3	0.6	3	4
e. Engine will receive protection against wear	3.67	5	0.7	3	5
f. Engine will receive protection against heat stress	3.78	4	0.6	3	5
g. Engine will receive protection against engine deposits	3.67	5	0.7	3	5
h. Fewer harmful emissions.	3.56	6	0.7	2	4
i. Consistency in Quality	4.78	1	0.4	4	5

Consistency in quality is used to a great extent by oil companies with a 4.78 ranking out of 5, and a standard deviation of 0.44. The number of respondents (78 per cent) who give it the highest score confirms this (See Table 7). Reduction of fuel consumption received a ranking of 4.44 and thus equally rated highly by the respondents. It seems most oil companies prefer to market high quality grades of oils.

The reason for the high rating compared to other functions is to do with the belief that customers pay a premium for quality. Oil marketers believe that of utmost importance to the customer is consistency in quality. This is because product positioning is established through product quality. This agrees with Kotler, (1997) that most commonly promoted number one positionings are "best quality", "best service", "lowest price", "best value", "fastest", "most customized", "most convenient" and "most advanced technology".

Reduction of fuel consumption translates to lower cost to the consumer. This is in line with Porters theory of competing on the basis of cost to increase

the market share, (CIMA,1994). The standard deviation is relatively low (0.53) showing that the respondents agree on importance of this item.

Fewer harmful exhaust emissions is rated low with a mean score of 3.56 with a standard deviation of 0.73. The high standard deviation of harmful exhaust emissions suggests lack of agreement on this issue. This shows that other companies are concerned about the harmful exhaust emissions and others are not. Harmful exhaust emissions might be a major concern in developed countries where pollution of environment is an immense issue.

The result is surprising given that a number of oil companies in the country have their headquarters in developed countries.

Respondents did not have a clear-cut response on importance of the impact of lubricant on engine performance. This may be because engine performance is largely a function of the engine design.

Most respondents believe lubrication may not impact significantly on the life of the car and the best a lubricant can do is to protect against wear and tear. There are other factors that impact on the life of the car such as the road network which is far much beyond the use of the lubricant. In which case it would be misleading to present lubricant as a life-enhancing product.

Using a lubricant to enhance engine performance and protection against starting friction received the same rating of a means score of 3.67 and standard

deviation of 0.71. In terms of functional analysis the critical success factors in marketing lubricants is consistency in quality.

This is the case in environment where most consumers are not well educated such that the consumer relies on characteristics that he/she can readily grasp, (Tybout et.al. 1998)

### Factors useful in marketing of lubricants.

This section gives factors that help marketers differentiate their products (lubricants) in the eyes of the consumers (existing and potential) when marketing their products. Table 2 below is a summary of questionnaire response on factors useful in marketing of lubricants. These factors are used by marketers to entice the customer to purchase. The factors can be readily seen by the consumer. They are employed to attract and retain the customers.

**Table 2.** Factors companies consider useful in marketing lubricants.

	Mean	Mean Rank	Std Dev	Minimum	Maximum
j. Rate of advertising	4.67	2	0.50	4	5
k. Educating the customer	4.44	4	0.73	4	5
l. Proper packaging	4.78	1	0.44	4	5
m. Colour of packaging	4.44	4	0.53	4	5
n. Symbol of the brand	4.11	7	0.73	3	5
o. Experience of staff	4.56	3	0.53	4	5
p. Professional training of staff	4.22	6	0.53	3	5
q. Number of years the brand in market	4.33	5	0.50	4	5
r. The good name of the	4.33	5	0.50	4	5

Proper packaging is rated most highly by lubricant marketers as a factor in marketing of lubricants. Packaging is important because it takes care of factors that customers value such as convenience of use. It has a score of 4.78

and a standard deviation of 0.44 which shows that most respondents agree on its importance.

Advertising is the second most important factor. Advertising is a form of communication which, has its main objectives as creating awareness, providing knowledge, creating preference, causing a favorable disposition towards the product, creating preference, giving conviction that it is the right product to purchase, making the purchase, cognitive dissonance and repeat purchase, (CIMA, 1994). It was surprising that symbol, which is the core-identifying element of the brand, was not given a high score and therefore there is a need to find out why.

The high rating of experience of staff and number of years the brand has been in the market, as a marketing input is in line with what other studies have found. It has been argued that changes in brands are related to: the expertise of management, the firms strategic goals on market targeting activities, the level of involvement in category and the development of branding in the relevant product category, (Solomon 1993)

Overall marketing of lubricants had a high score with a mean score of 4.43 and a standard deviation of 0.55 compared to other sections of the questionnaire.

### **Brand Personality.**

In these section an attempt is made to determine the extent of usage of the Big Five-Personality Scale (BPS) in positioning of lubricants. Jennifer Aaker

developed the BPS model in 1996 (Aaker,1996). Table three is a summary of questionnaire responses on the big five brand personality scale. It also includes selected traits of BPS which are seen to be relevant to the positioning of lubricants.

**Table 3: The Big Five Brand Personality Scale traits**

**A: Sincerity**

	Mean	Mean Rank	Std Dev	Mini-mum	Maxi-mum
a. Sincere	4.22	4	0.67	3	5
b. Real	4.11	5	0.78	3	5
c. Caring	3.89	6	0.78	4	5
d. Original	4.44	1	0.53	4	5
e. Genuine	4.44	1	0.53	4	5
f. Classic	4.33	3	0.50	2	3
g. Old Fashioned	2.56	9	0.53	3	5
h. Sentimental	3.56	8	0.53	3	5
i. Friendly	3.67	7	0.50	3	5
Mean	3.91				

**B: Excitement**

	Mean	Mean Rank	Std Dev	Mini-mum	Maxi-mum
a. Offbeat	4.00	6	0.71	3	5
b. Trendy	4.11	4	0.78	3	5
c. Outgoing	4.11	4	0.78	3	4
d. Provocative	3.44	10	0.53	3	5
e. Young	3.89	7	0.78	4	5
f. Unique	4.56	1	0.53	4	5
g. Innovative	4.56	1	0.53	3	4
h. Contemporary	3.56	9	0.53	4	5
i. Aggressive	4.44	3	0.53	3	4
j. Independent	3.67	6	0.50	4	5
Mean	4.03				

**C: Competent**

	Mean	Mean Rank	Std Dev	Mini-mum	Maxi-mum
a. Hardworking	4.56	3	0.53	4	5
b. Secure	3.67	6	0.50	3	4

c. Trustworthy	4.78	1	0.44	4	5
d. Efficient	4.78	1	0.44	4	5
e. Technical	3.33	7	0.50	3	4
f. Confident	4.22	5	0.44	4	5
g. Leader	4.44	4	0.53	4	5
Mean	4.25				

#### D: Sophisticated

	Mean	Mean Rank	Std Dev	Minimum	Maximum
a. Glamorous	4.44	1	0.53	4	5
b. Good-looking	4.44	1	0.53	4	5
c. Pretentious	2.44	4	0.53	2	3
d. Sophisticated	3.00	3	0.71	2	4
Mean	3.58				

#### E: Rugged

	Mean	Mean Rank	Std Dev	Minimum	Maximum
a. Masculine	2.44	7	0.53	2	3
b. Smooth	4.56	1	0.53	4	5
c. Feminine	2.78	6	0.44	2	3
d. Active	4.44	2	0.53	4	5
e. Athletic	4.33	3	0.50	4	5
f. Rugged	3.22	5	0.44	3	4
g. Tough	2.44	7	0.53	2	3
h. Strong	3.56	4	0.53	3	4
Mean	3.47				

On the basis of the mean, Sincerity emerges as an important factor with an overall score of 3.91, which can be interpreted to mean that it is an important factor in positioning lubricants. Within sincerity originality and being genuine are rated highly with identical score of 4.44 and standard deviation of 0.53.

Originality becomes an issue if customers have doubts about products without brand names. The two (original and genuine) go together whenever marketers want their clients to see their products as original and genuine.

The marketers viewed old fashioned as a liability and therefore gave it a low rating with a mean score of 2.56. The perception is that customers change with “ fashion”. This is an application of product life cycle concept, which shows a product going through different stages. The product life cycle theory breaks the economic life cycle of a product into a number of stages (Kotler, 1997) from the Launch/ Development, Growth, Shakeout, Maturity, Saturation and Decline. This shows marketers of lubricants as knowledgeable about product life cycle.

Sentimental (Emotional) had a low score with a mean of 3.67. This could have been due to its meaning and nature that is quite difficult to capture.

Excitement, which involves giving consumers a kick on the product, is one of the highest, rated among the five traits. Within excitement there is a focus on uniqueness and innovation, each with a score of 4.56 out of 5 and a low standard deviation of 0.53. This suggests that apart from giving a high rank for this trait, the respondents agree on the importance in achieving excitement objective.



Provocative is given the lowest ranking due to its potential negative connotation. It may mean aggravate/enrages or an annoying factor.

A possible implication is that the brand manager should be careful when developing the provocative element of excitement. There are instances where it might work and others where it might fail.

Competence is analogous to proficiency and effectiveness of the brand. It is associated with the capability of the brand to convey the attributes of the lubricant.

Out of the five personality traits, competence has the highest score. The evidence is that marketers want their lubricants to be associated with trustworthy, efficient and hardworking each with a mean score of 4.78, 4.78 and 4.56 respectively. Most marketers assumed consumers would not understand the technical aspect of the lubricant and this is why it got a low score of 3.33. The standard deviation tends to agree on its low importance. Leadership was highly rated with a mean score of 4.44. This confirms to us that most companies want to be market leaders.

Sophistication relates to elegance or deliberate lack of simplicity. This implies focus on a higher market segment. The oil companies being aware of these rate it lowly because they want to appeal to a wider market.

Sophistication has an overall mean score of 3.58. Pretentious is considered a less factor with a mean of 2.44 and standard deviation of 0.58. However, if marketers have to consider sophistication as a factor, glamorous and good-looking are central to its achievement. This is because sophistication, which is

in the lower rank of all the big five brand personality traits, posts a mean score of 4.44 for both glamorous and good looking.

Rugged might mean irregular, tough and broken or even rough, strong and no-nonsense. Where ruggedness was interpreted to mean smooth, it got a good rating of 4.56 and where ruggedness means feminine and masculine it got a low score of 2.78 and 2.44 respectively. Ruggedness was the lowest ranked trait overall. This is attributable to components suggested as influencing ruggedness e.g. feminine as a factor was lowly ranked by most of the respondents partly due to gender sensitivity. The same applies to masculinity.

### Summary of Big Five Brand Personality Traits

The objective in this section was to determine the consistency of the responses given in the section above by asking the respondents a one off question on the big five brand personality scales. The results are summarized in table 4 below. The means of the responses in this section are then compared with the means in the section above (Table 3)

**Table 4:** Summary of Big Five Brand Personality Traits

	Mean	Mean Rank	Std Dev	Minimum	Maximum
a. Sincerity	4.44	1	0.53	4	5
b. Excitement	3.56	3	0.53	3	4
c. Competent	4.33	2	0.71	4	5
d. Sophistication	3.22	4	0.44	3	4
e. Ruggedness	2.56	5	0.73	3	4
Mean	3.59		0.57		

Consistency in quality is used to a great extent by oil companies with a 4.78 rating out of 5.

Reduction of fuel consumption received a ranking of 4.44 and thus rated as high extent. Most oil companies therefore prefer to use high quality grades of oils and that is the reason for Great Extent rating against use of other lubricant characteristics in educating the consumer about the grade of oil most suitable to use.

Apart from sincerity and excitement, which slightly changed positions, the results in this section are consistent with the results in the proceeding section. This adds credibility to the conclusions in this study.

**Table 5: Positioning Strategies**

	Mean	Mean Rank	Std Dev	Minimum	Maximum
a. Product Characteristics	5.00	1	0.00	5	5
b. Customer Benefit	5.00	1	0.00	5	4
c. Use or application	5.00	1	0.00	5	5
d. Use or user class	3.22	5	0.33	2	4
e. Quality of lubricant	4.11	4	0.67	4	5
Mean	4.47				

### **Positioning Strategies.**

Most of the strategies included in the questionnaire to the respondents were rated highly by them. Top on the list was associating product with a feature by using product characteristics, associating a product with a customer benefit and associating the product with a use/application. All the respondents rely/employ the three strategies. Their mean ranking was five, which is the highest score attainable with a standard deviation of zero.

Associating the product using with competition as a reference point was ranked lowly. It got the lowest ranking of 2 and the highest ranking of 4. This

supports the notion that marketers want their products to be seen as original, genuine and to stand out on their own. Reference to a product on the basis of competitor would imply lack of originality undermining the originality concept. However, it mitigates the principle of benchmarking. High ranking of the strategy of associating the lubricant by quality of product confirms the quality concern as perceived by marketers.

We thought it necessary testing the level of agreement on the issues raised by the researcher on the questionnaire. To test for this, the responses of individual companies for all the variables were compared on the basis of correlation coefficient. The results of this analysis are in table 5 below. The results show that the answers across the firms tend to be similar. For example, the answers received from Caltex, Shell and to an extent Mobil are almost identical with a correlation coefficient of 60 percent and above.

The explanation is that either there is a cartel to minimize chances of price wars or because they operate in the same economy or even because they are multi-nationals.

**Table 6:** Comparing Companies Responses (Using Correlation Coefficient)

	CALTEX	KSHELL	TOTAL	MOBIL	KENOL	KOBIL	NOCK	ENGEN
CALTEX	1							
KSHELL	0.88	1						
TOTAL	0.74	0.82	1					
MOBIL	0.64	0.63	0.71	1				
KENOL	0.68	0.59	0.53	0.46	1			
KOBIL	0.63	0.48	0.43	0.44	0.61	1		
NOCK	0.63	0.54	0.56	0.64	0.41	0.64	1	
ENGEN	0.55	0.48	0.50	0.56	0.50	0.50	0.59	1

**Table 7:** Frequency Table: Summary of responses

Variable Name	Variable	Frequencies					Total	Mod	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Consumers of Premium	COEGb	67	33	0	0	0	100	5	5
Consumers of Standard	COEGc	44	56	0	0	0	100	4	4
Consumers of Diesel	COEGd	0	78	22	0	0	100	4	4
Segmentation of users	SEGUS	33	67	0	0	0	100	4	4

The frequency tables 7a to 7e confirm the findings based on mean ranking above. The frequency summarizes the values attached by the respondents. For example 44 percent of the respondents attached a value of five for reduction of fuel consumption while 56 percent cent put a value score of four.

**Table 7a:** Measuring the lubricant functions used by oil marketers

Variable Name	Variable	Frequencies					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Reduce fuel consumption	FSLAA	44	56	0	0	0	100	4	4
Engine performance	FSLAB	22	56	11	11	0	100	4	4
Increase life of car	FSLAC	11	44	44	0	0	100	4	4
Protection against starting	FSLAD	11	67	22	0	0	100	4	4
Protection against wear	FSLAE	11	44	44	0	0	100	3	4
Protection against heat stress	FSLAF	11	56	33	0	0	100	4	4
Protection against engine	FSLAG	11	44	44	0	0	100	3	4
Reduction of harmful exhaust	FSLAH	0	67	22	11	0	100	4	4
Consistency in quality	FSLAI	78	22	0	0	0	100	5	5

**Table 7b:** Factors companies consider useful in marketing lubricants

Variable Name	Variable	Frequencies					Tot	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Rate of advertising	FIML-ROAJ	67	33	0	0	0	100	5	5
Education to customers	FIML-ECK	56	33	11	0	0	100	5	5
Proper packaging	FIML-PPAL	78	22	0	0	0	100	5	5
Colour of packaging	FIML-COPAM	44	56	0	0	0	100	4	4
Symbol of your brand	FIML-SOBN	33	44	22	0	0	100	4	4
Experience of staff	FIML-EOSO	56	44	0	0	0	100	5	5
Professional training	FIML-PTOSP	44	33	22	0	0	100	5	4
Number of years the brand	FIML-NOYBMQ	33	67	0	0	0	100	4	4
Good name of the company	FIML-GNOCR	33	67	0	0	0	100	4	4

**Table 7 c 1 : Sincerity**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Sincere	BP-SA	33	56	11	0	0	100	4	4
Real	BP-RB	33	44	22	0	0	100	4	4
Caring	BP-CC	22	44	33	0	0	100	4	4
Original	BP-OD	44	56	0	0	0	100	4	4
Genuine	BP-GE	44	56	0	0	0	100	4	4
Classic	BP-CLF	33	67	0	0	0	100	4	4
Old- fashioned	BP-OFA-G	0	0	56	44	0	100	3	3
Sentimental	BP-SENH	0	56	44	0	0	100	4	4
Friendly	BP-FRENI	0	67	33	0	0	100	4	4

**Table 7 c 2: Excitement**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Off-beat	BP-OBA	22	56	22	0	0	100	4	4
Trendy	BP-TREB	33	44	22	0	0	100	4	4
Outgoing	BP-OGC	33	44	22	0	0	100	4	4
Provocative	BP-PROVD	0	44	56	0	0	100	3	3
Young	BP-YOC	22	44	33	0	0	100	4	4
Unique	BP-UND	56	44	0	0	0	100	5	5
Innovative	BP-INE	56	44	0	0	0	100	5	5
Contemporary	CONF	0	56	44	0	0	100	4	4
Aggressive	AGREG	44	56	0	0	0	100	4	4
Independent	INDH	0	67	33	0	0	100	4	4

**Table 7 c 3: Competent**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Hardworking	HARDWKA	56	44	0	0	0	100	5	5
Secure	SECB	0	67	33	0	0	100	4	4
Trustworthy	TRUSC	78	22	0	0	0	100	5	5
Efficient	EFFD	78	22	0	0	0	100	5	5
Technical	TECHE	0	33	67	0	0	100	3	3
Confident	CONFF	22	78	0	0	0	100	4	4
Leader	LEADG	44	56	0	0	0	100	4	4

**Table 7 c: Sophistication**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Glamorous	GLAA	44	56	0	0	0	100	4	4
Good looking	GDLB	44	56	0	0	0	100	4	4
Pretentious	PRETENC	0	0	44	56	0	100	2	2
Sophisticated	SOPHISTD	0	22	56	22	0	100	3	3

**Table 7 c 5: Rugged**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Masculine	MASCA	0	0	44	56	0	100	2	2
Smooth	SMOOB	56	44	0	0	0	100	5	5
Feminine	FEMC	0	0	78	22	0	100	3	3
Active	ACTD	44	56	0	0	0	100	4	4
Athletic	ATHLE	33	67	0	0	0	100	4	4
Rugged	RUGF	0	22	78	0	0	100	3	3
Tough	TGHG	0	0	44	56	0	100	2	2
Strong	STRGH	0	56	44	0	0	100	4	4

**Table 7d: The Big Five Personality Scale**

Variable Name	Variable	Frequencies Percentages					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Sophisticated	EUFIP- S	44	56	0	0	0	100	4	4
Excitement	EUFIP-EB	0	56	44	0	0	100	4	4
Competent	EUFIP-	44	44	11	0	0	100	5	4
Sophistication	EUFIP-	0	22	78	0	0	100	3	3
Ruggedness	EUFIP-	0	11	33	56	0	100	2	2

**Table 7 e : Positioning Strategies**

Variable Name	Variable	Frequencies					Total	Mode	Medium
		5	4	3	2	1			
Label values		5	4	3	2	1			
Product Characteristics	BPOS-PCHAR	100	0	0	0	0	100	5	5
Customer benefit	BPOSCBEN	100	0	0	0	0	100	5	5
Use or application	BPOS-UOAPP	100	0	0	0	0	100	5	5
User or class of user	BPOS-UOCOUC	11	89	0	0	0	100	4	4
Competitor as reference	BPOS-CARP	0	11	56	33	0	100	3	3
Quality of the lubricant	BPOS-QOL	78	22	0	0	0	100	5	5

## CHAPTER 5

### **Conclusion**

This study set out to determine the extent of use of brand personality in positioning of lubricants. It is clear that the big five-brand personality scales are a concern and are observed by marketers within the lubricant industry. The concern varies from one trait to another. A great emphasis is being put on competence as a trait followed by sincerity. The surprising result is the less concern for sophistication. Achieving sophistication has an additional cost. It is like the firms in the sample do not see any benefit from being sophisticated.

The functions that marketers conceptualize in branding of lubricants were identified and consistency in quality identified as the most important factor, suggesting a concern for value added to consumers of lubricants.

The next one rated was reduction in fuel consumption, which too has to do with the consumption, which too has to do with the cost. Less concern for the harmful exhaust emissions will mean that in future the lubricant supplying companies will have to spend substantial amount of effort on their control. As mentioned earlier this confirms that the concern for value to the customer by the firms is included in the study. Marketers accept this approach because they prefer marketing products with great sales appeal that in the long run contribute towards the profitability of the firm.

On the marketing approaches, advertising and proper packaging is considered a useful tool. This is because marketing staff may use advertising and other sales promotion methods to influence demand for their products.



Finally the results are expected to be useful to companies that sell lubricants and to regulators such as the government. This is because "branding in the eyes of the consumer may spell reliability , standardization , quality and other abstractions about which he desires to be assured before he purchases . Its economic significance is that it gives definition to competition. To the consumer the brand assures a standard to the merchant that represents a standard in an order and different sense. It is a flag by which he knows his own forces and the flag by which he recognizes his competitors... Branding is more than a service and a safeguard to consumer... the essential mechanism through which competition can most easily function and employ the increasing effective force for advertising"- Whitehead.

#### **LIMITATIONS OF THIS STUDY**

Time did not allow the researchers to compare the views of the marketers of the lubricant (respondents) with the consumer. Questionnaires as used in this study have there limitations. The results and findings would have been enhanced if continuos interview approach was adopted. That would have given the researcher a chance to confirm or validate some of the answers.

#### **FURTHER RESEARCH FINDINGS**

From this research the following researchable areas were identified:

- a. Carrying a similar research from the perspective of the consumer.
- b. Specific market targets based on specific lubricants.
- c. Testing for the presence of the factors highlighted in this study.

Dear Respondent,

### **RE FILLING OF QUESTIONNAIRE**

I am a student at the University of Nairobi currently undertaking an MBA degree and majoring in Marketing.

Please find attached a questionnaire for you to fill.

This questionnaire is designed to gather information on the extent of usage of brand personality in brand positioning in marketing lubricants.

This information will be used to write a Marketing project, which is a requirement for the fulfillment of the Master of Business Administration Degree.

The information you will give will be treated in total confidence. Your cooperation in this exercise will be highly appreciated.

Thanking you in advance.

Yours Sincerely

LNWanjau

**QUESTIONNAIRE**

**PART A: GENERAL INFORMATION**

Please answer the following questions by giving the necessary details in the spaces provided.

1. Name and address of your organization .....

.....

.....

2. Indicate the location (headquarters) of your business (name, street or road name).....

.....

.....

.....

3. Is your company a local or foreign company?.....

.....

.....

## PART B

1. What grade of oil do you market? (Please tick)

- a) Premium oils      b) Standard oils      c) Diesel based oils      d) All of the above

2. Who are the consumers of each grade?

	Grade	Consumers (Target Market)
	-----	-----
a)	Premium Oils	
b)	Standard Oils	
c)	Diesel based oils	
d)	All of the above	

3. How do you segment users of the various grades

- a) Based on the vehicle type ( )
- b) Based on income ( )
- c) Based on the function carried out by the car ( )
- d) Others (Please specify)

## PART C

4. To what extent do you use the following factors when selling lubricants?

Please rate the said factors using the following scale.

Extent	Great Extent					Least
	5	4	3	2	1	
a) A good grade of oil helps reduce fuel consumption.	( )	( )	( )	( )	( )	
b) The lubricant helps in engine performance	( )	( )	( )	( )	( )	
c) The lubricant helps increase life of the car	( )	( )	( )	( )	( )	
d) The engine will receive protection against starting friction	( )	( )	( )	( )	( )	
e) The engine will receive protection against wear	( )	( )	( )	( )	( )	
f) The engine will receive protection against heat stress	( )	( )	( )	( )	( )	
g) The engine will receive protection against engine deposits	( )	( )	( )	( )	( )	
h) Due to reduced fuel consumed, fewer harmful exhaust emissions are produced.	( )	( )	( )	( )	( )	
i) Consistency in quality	( )	( )	( )	( )	( )	

## PART D

5. How do you rate the following factors as far as marketing of lubricants is concerned?

j) Rate of advertising

of your lubricant ( ) ( ) ( ) ( ) ( )

k) Educating your customers

about the right lubricant ( ) ( ) ( ) ( ) ( )

l) Proper packaging

of your grades of oils ( ) ( ) ( ) ( ) ( )

(m) Color of your packaging

( ) ( ) ( ) ( ) ( )

(n) The symbol of your brand

( ) ( ) ( ) ( ) ( )

(o) Experience of staff involved

in selling of lubricants ( ) ( ) ( ) ( ) ( )

(p) Professional training of staff

involved in selling of lubricants ( ) ( ) ( ) ( ) ( )

(q) Number of years the

brand has been in the market ( ) ( ) ( ) ( ) ( )

(r) The good name of

the company ( ) ( ) ( ) ( ) ( )

## PART E(BRAND PERSONALITY)

5. If the brand was a person/animal, please tick the qualities/characteristics which your brand would most likely possess and which would make it popular to customers. e.g. if the brand was a lion its characteristics would be strong.

Great Extent

Least Extent

### 6.1 SINCERITY

- |                   |     |     |     |     |     |
|-------------------|-----|-----|-----|-----|-----|
| a) Sincere        | ( ) | ( ) | ( ) | ( ) | ( ) |
| b) Real           | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Caring         | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Original       | ( ) | ( ) | ( ) | ( ) | ( ) |
| e) Genuine        | ( ) | ( ) | ( ) | ( ) | ( ) |
| f) Classic        | ( ) | ( ) | ( ) | ( ) | ( ) |
| g) Old Fashioned  | ( ) | ( ) | ( ) | ( ) | ( ) |
| h) Sentimental    | ( ) | ( ) | ( ) | ( ) | ( ) |
| i) Friendly, Warm | ( ) | ( ) | ( ) | ( ) | ( ) |

### 6.2 EXCITEMENT

- |                 |     |     |     |     |     |
|-----------------|-----|-----|-----|-----|-----|
| a) Off-beat     | ( ) | ( ) | ( ) | ( ) | ( ) |
| b) Trendy       | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Outgoing     | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Provocative  | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Young        | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Unique       | ( ) | ( ) | ( ) | ( ) | ( ) |
| e) Innovative   | ( ) | ( ) | ( ) | ( ) | ( ) |
| f) Contemporary | ( ) | ( ) | ( ) | ( ) | ( ) |
| g) Aggressive   | ( ) | ( ) | ( ) | ( ) | ( ) |
| h) Independent  | ( ) | ( ) | ( ) | ( ) | ( ) |

### 6.3 COMPETENT

- |                 |     |     |     |     |     |
|-----------------|-----|-----|-----|-----|-----|
| a) Hard working | ( ) | ( ) | ( ) | ( ) | ( ) |
| b) Secure       | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Trustworthy  | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Efficient    | ( ) | ( ) | ( ) | ( ) | ( ) |
| e) Technical    | ( ) | ( ) | ( ) | ( ) | ( ) |
| f) Confident    | ( ) | ( ) | ( ) | ( ) | ( ) |
| g) Leader       | ( ) | ( ) | ( ) | ( ) | ( ) |

### 6.4 SOPHISTICATION

- |                  |     |     |     |     |     |
|------------------|-----|-----|-----|-----|-----|
| a) Glamorous     | ( ) | ( ) | ( ) | ( ) | ( ) |
| b) Good Looking  | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Pretentious   | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Sophisticated | ( ) | ( ) | ( ) | ( ) | ( ) |

### 6.5 RUGGEDNESS

- |              |     |     |     |     |     |
|--------------|-----|-----|-----|-----|-----|
| a) Masculine | ( ) | ( ) | ( ) | ( ) | ( ) |
| b) Smooth    | ( ) | ( ) | ( ) | ( ) | ( ) |
| c) Feminine  | ( ) | ( ) | ( ) | ( ) | ( ) |
| d) Active    | ( ) | ( ) | ( ) | ( ) | ( ) |
| e) Athletic  | ( ) | ( ) | ( ) | ( ) | ( ) |
| f) Rugged    | ( ) | ( ) | ( ) | ( ) | ( ) |
| g) Tough     | ( ) | ( ) | ( ) | ( ) | ( ) |
| h) Strong    | ( ) | ( ) | ( ) | ( ) | ( ) |



7. To what extent do you use the following in positioning your lubricant brand?

	Great Extent		Least Extent		
(i) Sincerity	( )	( )	( )	( )	( )
(ii) Excitement	( )	( )	( )	( )	( )
(iii) Competent	( )	( )	( )	( )	( )
(iv) Sophistication	( )	( )	( )	( )	( )
(v) Ruggedness	( )	( )	( )	( )	( )

### PART F (BRAND POSITIONING)

8. Successful positioning involves affiliating a brand with some category that consumers can readily grasp and use to differentiate the brand from other products that belong to the same category.

Please tick as appropriate which of the below positioning process your company is most associated with:

a. Associating a product

with a particular feature by

using product characteristics( ) ( ) ( ) ( ) ( )

b. Positioning the lubricant

by associating a product

with a customer benefit ( ) ( ) ( ) ( ) ( )

c. Associating the product

with a use or application ( ) ( ) ( ) ( ) ( )

d. Associating a product with

a user or class of user ( ) ( ) ( ) ( ) ( )

e. Identifying the product by

using a competitor as a reference point( ) ( ) ( ) ( ) ( )

f. Associating the lubricant

by quality of the lubricant ( ) ( ) ( ) ( ) ( )

## Appendix 1

### LIST OF LUBRICANTS SOLD IN THE KENYAN MARKET

	CALTEX	SHELL	MOBIL	TOTAL	BP	KENO /KOBIL
PETROL	Havoline Energy	Helix	Mobil 1	Quartz	Visco	Castro
	HavolineEnergy Synthetic	Helix	Mobil	Quartz	Visco	Castro
	Havoline Formula 3	X-100	Mobil	Quartz	Visco	Castro
	Havoline Motor Oil					
	Supreme Five Star					
DIESEL	Delo 400	Rimula	Delvac	Rubia	Visco 4	Castro
	Delo500	Rimula	Delvac	Rubia	Vanellus	Castro
	Delo 6200	Rimula		Rubia	Vanellus	Castro
	Delo 300	Rotella			Vanellus	CRB

Source: Caltex Quality Oils (June 2001)

## Appendix 2

### LIST OF COMPANIES SELLING LUBRICANTS IN NAIROBI

COMPANY	ADDRESS
CALTEX OIL(K) LTD	PO BOX 30061 NAIROBI
KENYA SHELL LIMITED/BP KENYA LTD	PO BOX 43561 NAIROBI
KOBIL PETROLEUM LTD/TOTAL OIL COMPANY LTD	PO BOX 30322 NAIROBI
MOBIL OIL KENYA LIMITED	PO BOX 64900 NAIROBI
TOTAL KENYA LIMITED	PO BOX 30736 NAIROBI
ENGEN KENYA LTD	PO BOX 10797 NAIROBI
NATIONAL OIL KENYA LIMITED	PO BOX 58567 NAIROBI

PIEA (June 2001)

### LIST OF SOME OF THE AGENTS SELLING LUBRICANTS IN NAIROBI

COMPANY	TEL NO
LACHEKA ENTERPRISES LTD	53 23 31
CREATIVE INNOVATION LTD	53 39 91
FAMY AUTO SPARES	23 02 76
KALU HARDWARE AND TOOLS LTD	22 08 98
LUBRICANTS AND CHEMICALS LTD	53 58 86
MARS AUTO SPARES & HARDWARE	35 00 70
MASTER PLANNERS PROPERTIES LTD	24 31 78
SPARES & BEARINGS LTD	33 62 81
TRI-PAC CHEMICALS INDUSTRIES LTD	54 44 15
VIKING LIMITED	44 42 75
WILSON AIRPORT SERVICES LTD	50 16 58

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