

Effect of Brand Management on Performance Fast Moving Consumer Goods: A Study of AJE Group of Companies

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Abstract

In today's highly competitive and dynamic business environment, brand management has emerged as a cornerstone for organizational success, influencing critical performance metrics such as revenue growth, customer satisfaction, and operational efficiency. This study examined brand management and performance of Aje Group. The study adopted a mixed descriptive-explanatory research design in which Stratified Sampling were used to obtain data from the respondents with the questionnaire administered to the employees of Aje Group, with a population of 1850. Stratified Sampling and Simple random Sampling was used in each stratum while sample size (329) was used with 20% margin of safety was added to the sample size. The data were analyzed using descriptive statistics and regression analysis at a 5% level of significance to test the formulated hypotheses in line with the objectives of the study. The findings revealed a statistically significant and positive relationship between brand awareness and revenue growth in Aje Group. The research concluded that brand awareness serves as a critical driver of revenue growth for Aje Group. The study recommended that Aje Group should continue to invest in strategic brand awareness initiatives such as digital marketing, social media engagement, product sampling, and community-based promotions. These strategies not only improve brand recall and recognition but also create top-of-mind awareness, which is essential for increasing customer acquisition and driving sustainable revenue growth. A continuous feedback mechanism should be embedded in these campaigns to monitor customer perception and brand visibility.

Keywords: Brand, Management, Promotion, Awareness, Digital, Marketing and Performance

1.0 INTRODUCTION

In an era defined by globalization and intensified market competition, brand management has emerged as a cornerstone of strategic business operations. Organizations worldwide now recognize that strong brands are far more than logos or marketing slogans they are powerful intangible assets that shape consumer perceptions, foster loyalty, and provide sustainable competitive advantage. Leading multinational corporations such as Apple, Coca-Cola, and Samsung exemplify how deliberate brand strategies can drive customer engagement, expand market reach, and ensure resilience amid economic fluctuations (Worke & Eshet, 2024). Consequently, brand management has evolved beyond traditional advertising to encompass a comprehensive approach that integrates customer experience, digital presence,

and consistent value delivery across all interaction points (Manoli, 2022).

This strategic emphasis on branding has increasingly influenced businesses in emerging markets, including African economies where urbanization, rising consumerism, and market liberalization have elevated the importance of differentiation (Sheth, 2023). In Nigeria, companies are recognizing that effective branding is no longer optional but essential for survival in crowded and highly competitive sectors. This is particularly evident in the fast-moving consumer goods (FMCG) industry, where both local and international brands vie for consumer attention. As competition intensifies, firms are adopting structured brand management practices to enhance visibility, build trust, and cultivate long-term customer relationships (Nwabekee, Abdul-Azeez, Agu & Ijomah, 2024). For Nigerian enterprises

operating in dynamic environments like Abuja's beverage sector, managing brand awareness, positioning, and loyalty has become critical for achieving market penetration and retaining customers (Qi, 2024; Eskiev, 2023).

Brand management refers to the systematic process of developing, maintaining, and enhancing a brand to create a favorable and lasting impression in consumers' minds (Ustik, Dubovyk, Chernobrovkina, Vlasenko & Shmatok, 2024). It combines elements of marketing strategy, communication, and behavioral psychology to influence purchasing decisions and build brand equity (Worke & Eshet, 2024). The effectiveness of brand management is often assessed through three core dimensions: brand awareness, brand positioning, and brand loyalty. Brand awareness measures the extent to which consumers recognize or recall a brand, serving as a foundation for purchase consideration (Sheth, 2023). Brand positioning involves crafting a unique value proposition that distinguishes the brand from competitors and resonates with target audiences (Manoli, 2022). Brand loyalty reflects the degree of customer commitment, often demonstrated through repeat purchases and advocacy (Papa, 2025). Together, these dimensions contribute to stronger brand equity and improved organizational outcomes.

Firm performance, in this context, denotes the extent to which a company achieves its strategic objectives. It includes financial indicators such as revenue growth, profitability, and return on investment, as well as non-financial metrics like customer satisfaction, market share, operational efficiency, and brand strength (Nwabekee et al., 2024; Qi, 2024). Effective brand management enhances overall performance by strengthening customer relationships, reducing churn, and enabling scalable growth (Worke & Eshet, 2024). To capture the multifaceted nature of performance, this study adopts a multidimensional framework that evaluates firm success through three key indicators: revenue growth, customer satisfaction, and operational efficiency. Revenue growth reflects market acceptance and financial sustainability (Ustik et al., 2024), customer satisfaction indicates how well a brand meets or exceeds expectations (Sheth, 2023), and operational efficiency assesses the optimal use of resources to deliver value and streamline processes (Nwabekee et al., 2024). This

holistic approach allows for a more nuanced understanding of how brand strategies impact both tangible and intangible aspects of business success.

The Aje Group, a prominent Nigerian multinational known for its Big Cola and Kola Real beverages, presents a relevant case for examining the link between brand management and firm performance (Adeleye & Bamidele, 2023). Operating within Nigeria's highly competitive beverage industry characterized by price sensitivity, evolving consumer preferences, and dominant global players the company faces significant challenges in maintaining relevance and driving growth (Nwabekee et al., 2024). These challenges are especially pronounced in the Federal Capital Territory (FCT), Abuja, where the presence of established international brands, shifting retail dynamics, and diverse consumer behaviors amplify competitive pressure (Okoro & Ibrahim, 2022). For Aje Group, optimizing its brand strategy is crucial not only for improving market share but also for scaling operations and deepening customer engagement (Ogbonna, Udeh & Anyanwu, 2023).

Despite the proven success of robust brand management in developed markets where companies like Coca-Cola, PepsiCo, and Red Bull consistently leverage branding to maintain leadership and emotional connection with consumers many Nigerian firms, including Aje Group, struggle to translate theory into practice. Execution gaps, inconsistent messaging, and misalignment with evolving consumer trends have hindered the full realization of branding benefits. Aje's beverage segment, despite offering competitively priced products, has experienced stagnation in consumer engagement, particularly among younger, digitally active demographics who prioritize lifestyle alignment and social media presence. According to the Nigerian Bureau of Statistics (NBS, 2023), the food and beverage sector recorded a modest 3.2% growth in 2022, falling short of the projected 5.8% benchmark for emerging economies a gap that underscores the challenges posed by global competition and potential weaknesses in domestic branding strategies.

While existing research confirms a positive relationship between brand management and firm performance in Nigeria, most studies have focused on specific regions or sectors, with limited attention to the complexities of the beverage

industry. Moreover, there remains a notable gap in understanding how multiple dimensions of brand management awareness, positioning, and loyalty collectively influence various performance indicators within multinational firms operating in Abuja. Theoretical models such as Keller's Customer-Based Brand Equity (2013) and Aaker's Brand Equity Framework (1996) offer valuable insights but are largely designed for stable, homogeneous markets and may not fully account for the dynamic, multi-sector realities faced by conglomerates like Aje Group. These frameworks often assume linear relationships between branding and performance, overlooking contextual factors such as cultural diversity, economic volatility, and segmented consumer behavior.

It is against this backdrop that this study investigates the effect of brand management on the performance of Aje Group in FCT-Abuja. By analyzing how brand awareness, positioning, and loyalty impact revenue growth, customer satisfaction, and operational efficiency, the research aims to provide actionable insights for refining brand strategies. The findings will support evidence-based decision-making, enhance customer engagement, and contribute to the broader discourse on branding in emerging markets, offering practical guidance for Nigerian firms navigating complex competitive landscapes.

Objectives of the Study

The broad objective of the study is to examine brand management and the performance of Aje Group. The specific objectives are to:

- i. examines the extent to which brand awareness influences revenue growth in Aje Group.
- ii. determine the effect of brand positioning on customer satisfaction in Aje Group.
- iii. assess the impact of brand loyalty on operational efficiency in Aje Group.
- iv. evaluate the extent to which brand equity influences market share performance in Aje Group.

2.0 LITERATURE REVIEW Conceptual Framework Concept of Brand Management

Brand management is a strategic process aimed at building, sustaining, and enhancing a brand's value to both the organization and its customers. It involves shaping a brand's identity, defining its market position, crafting consistent messaging, and delivering a cohesive customer experience across all touchpoints. The goal is to influence consumer perceptions, foster emotional connections, and establish long-term brand equity (Kotler & Keller, 2016). Effective brand management integrates both tangible elements such as logos, packaging, and product design and intangible aspects like reputation, trust, and perceived quality. It requires ongoing monitoring of market dynamics and consumer behavior to ensure relevance and consistency. A well-managed brand not only differentiates a company in competitive environments but also supports customer retention, enables premium pricing, and strengthens overall business resilience (Keller, 2013).

Brand Awareness

Brand awareness refers to the extent to which consumers are familiar with a brand and can identify or recall it when making purchasing decisions. It serves as a critical entry point in the consumer decision-making journey, particularly during the initial stages of brand consideration (Aaker, 1996). High levels of awareness increase the probability that a brand will be included in a consumer's set of potential choices. Aaker distinguishes between brand recognition the ability to confirm prior exposure when presented with the brand and brand recall the capacity to retrieve the brand name from memory without cues. In today's saturated markets, achieving strong brand awareness demands consistent marketing efforts, multi-channel visibility, and memorable communication strategies. Brands that maintain top-of-mind awareness often benefit from enhanced credibility, perceived reliability, and competitive advantage (Keller, 2013; Salawudeen and Shuaibu, 2025).

Brand Positioning

Brand positioning is the strategic effort to create a distinct, meaningful, and favorable image of a brand in the minds of target consumers relative to competitors. It involves identifying the target market, articulating a compelling unique selling proposition (USP), and aligning the brand's attributes with customer values and needs (Kotler & Keller, 2016). Successful positioning answers key questions: What category does the brand belong to? What benefits does it deliver? And why should consumers choose it over alternatives? More than just a tagline or slogan, positioning shapes how a brand is perceived in terms of quality, innovation, lifestyle alignment, or functionality (Ries & Trout, 2001; Salawudeen and Shuaibu, 2025). A clear and consistently communicated position helps build brand preference, strengthens customer loyalty, and ensures coherence in marketing communications across platforms.

Brand Loyalty

Brand loyalty reflects the tendency of consumers to consistently choose a particular brand over time, even in the face of competitive offerings, price changes, or convenience factors. It is a vital indicator of brand strength and long-term profitability, as loyal customers typically demonstrate higher purchase frequency, reduced sensitivity to price fluctuations, and increased likelihood of recommending the brand to others (Oliver, 1999; Salawudeen and Shuaibu, 2025). Brand loyalty arises from a combination of satisfaction, trust, emotional attachment, and perceived value. Chaudhuri and Holbrook (2001) highlight that loyalty exists on two dimensions: behavioral (repeat purchases) and attitudinal (emotional commitment). Cultivating loyalty goes beyond transactional interactions; it requires nurturing relationships through personalized engagement, consistent quality, responsive service, and shared values.

Brand Equity

Brand equity represents the incremental value that a brand name adds to a product or service beyond its functional utility. It is derived from consumer perceptions, experiences, and associations linked to the brand and significantly influences purchasing behavior (Aaker, 1991). Aaker identifies five core components of brand equity: brand loyalty, brand awareness, perceived quality,

brand associations (such as personality or imagery), and proprietary assets like trademarks and patents. Alternatively, Keller (1993) introduces the concept of customer-based brand equity, which emphasizes the role of consumer knowledge what individuals have learned, felt, seen, and experienced about the brand in driving brand strength. Strong brand equity allows organizations to command premium pricing, expand into new markets through brand extensions, secure better retail placements, and withstand competitive pressures more effectively.

Concepts of Performance

Organizational performance denotes the extent to which a company successfully achieves its strategic objectives across multiple dimensions, including financial success, operational excellence, and market competitiveness. It is a multidimensional concept that integrates both quantitative and qualitative indicators such as profitability, productivity, innovation, employee engagement, and customer satisfaction (Kaplan & Norton, 2020; Abdullahi et al., 2025). To evaluate performance effectively, organizations rely on key performance indicators (KPIs) aligned with their long-term goals, enabling them to monitor progress and make data-driven decisions (Mikalef et al., 2020). In an increasingly dynamic business environment, sustained performance depends not only on internal capabilities such as leadership, culture, and resource management but also on adaptability to external factors like market trends, technological changes, and consumer behavior (Ibrahim & Daniel, 2022). Continuous assessment and strategic adjustment are therefore essential for maintaining competitive advantage.

Revenue Growth

Revenue growth measures the increase in a company's sales earnings over a defined period and serves as a fundamental indicator of financial vitality and market demand. It reflects the organization's ability to expand its customer base, retain existing clients, and successfully introduce or scale products and services (Kraus et al., 2021). Consistent revenue growth often results from effective marketing strategies, product innovation, superior customer experience, and operational scalability. In emerging economies, digital transformation, geographic expansion, and diversification into new product lines further

accelerate revenue gains (Alsharif et al., 2020). For stakeholders and investors, revenue trends provide critical insights into a firm's market traction, sustainability, and potential for future growth, making it a central metric in performance evaluation.

Customer Satisfaction

Customer satisfaction refers to the degree to which customers perceive that a product or service has met or surpassed their expectations. It is a pivotal factor influencing brand loyalty, repeat business, and positive word-of-mouth referrals, all of which contribute to long-term profitability and reputation (Aksoy, 2019). High levels of satisfaction are typically driven by consistent quality, responsive customer service, personalized interactions, and reliable delivery of promised value. In competitive markets, organizations prioritize enhancing the customer experience through feedback systems, digital engagement platforms, and continuous service improvement (Fornell et al., 2020; Abdullahi and Mohammed, 2025). By systematically measuring satisfaction through surveys, Net Promoter Scores (NPS), and analytics, businesses can identify areas for enhancement and strengthen customer relationships.

Operational Efficiency

Operational efficiency is the measure of how well an organization utilizes its resources such as labor, capital, and technology to produce goods or deliver services without compromising quality. It emphasizes minimizing waste, reducing costs, and optimizing processes to achieve higher output with fewer inputs (Syafii et al., 2021). Efficient operations lead to improved productivity, faster response times, and greater profitability. In the modern business landscape, companies enhance efficiency through automation, lean management principles, supply chain optimization, and data-driven decision-making (Wamba et al., 2020). Organizations that prioritize operational efficiency are better positioned to respond swiftly to market fluctuations, maintain agility, and sustain resilience amid economic challenges.

Market Share Performance

Market share performance indicates the proportion of total industry sales captured by a company within a specific timeframe. It is a key benchmark of competitive strength and reflects the firm's ability to attract and retain customers relative to its rivals (Lee et al., 2019). A growing market share often signals strong brand recognition, effective marketing, and superior value proposition. It also enables firms to benefit from economies of scale, increased bargaining power with suppliers, and enhanced investor confidence (Bag, 2020). Monitoring market share allows organizations to assess their positioning, detect shifts in consumer preference, and formulate strategic initiatives such as product development, pricing adjustments, or entry into new markets. As such, it remains a vital component of performance analysis in both mature and emerging industries.

Theoretical Framework

This study is anchored in the Resource-Based View (RBV), a strategic management theory that emphasizes how a firm's internal resources particularly those that are valuable, rare, inimitable, and non-substitutable (VRIN) serve as the foundation for sustainable competitive advantage and long-term organizational success. Originally articulated by Barney (1991) and built upon earlier works by Wernerfelt (1984) and Peteraf (1993), RBV posits that superior performance arises not solely from external market conditions but from the strategic deployment of unique internal assets. In the context of Aje Group, this theoretical lens provides insight into how the company leverages its distinct operational and intangible capabilities to strengthen brand management, enhance customer satisfaction, improve efficiency, and drive revenue growth.

According to RBV, competitive superiority is achieved when firms possess resources that competitors cannot easily replicate or acquire. For Aje Group, such strategic assets include localized manufacturing facilities, an efficient distribution network, cost-effective production systems, and strong brand visibility across key markets. These capabilities enable the company to deliver

affordable, culturally relevant products like Big Cola and Kola Real, allowing it to maintain a competitive edge in Nigeria's saturated beverage sector, where global giants dominate. The firm's ability to adapt quickly to local consumer preferences underscores the VRIN characteristics of its resources, aligning with the core principles of RBV (Grant, 2019).

A critical aspect of the theory is its emphasis on intangible assets such as brand equity, customer relationships, and organizational culture as key drivers of performance. Srivastava, Shervani, and Fahey (1998) argue that these market-based intangibles directly influence both customer value creation and financial outcomes. Aje Group exemplifies this through sustained consumer loyalty and consistent brand recognition, particularly in urban centers like Abuja. By maintaining a strong market presence and engaging in targeted, culturally resonant communication, the company reinforces its brand equity as an asset that is difficult for rivals to duplicate, thus fulfilling the "inimitability" criterion of RBV (Adeleye & Bamidele, 2023).

The framework also elucidates how effective resource utilization enhances customer satisfaction. Organizations that align their internal strengths with customer expectations are better positioned to foster loyalty and retention (Prajogo & Olhager, 2012; Abdullahi and Mohammed, 2025). Aje Group achieves this through strategic sourcing, optimized supply chains, and pricing models tailored to price-sensitive consumers. These operational choices reflect a deliberate use of internal capabilities to deliver consistent quality and value, thereby meeting customer needs and strengthening trust in the brand (Nwabeke et al., 2024).

Operational efficiency, another dimension of firm performance, is also explained through the RBV lens. Teece (2014) highlights dynamic capability—the ability to reconfigure resources in response to changing environments—as essential for sustained effectiveness. Aje Group demonstrates this agility by modernizing production processes, investing in workforce development, and refining logistics networks. These initiatives reduce waste, lower costs, and increase responsiveness, all of which contribute to improved productivity and resilience in fluctuating economic conditions (Ogbonna, Udeh & Anyanwu, 2023).

Moreover, RBV supports the argument that internal resources are pivotal in enabling revenue growth. When firms strategically leverage their VRIN assets, they can innovate, expand into new markets, and capitalize on emerging opportunities (Barney & Hesterly, 2019). Aje Group's international expansion into African, Asian, and Latin American markets illustrates how the company applies its established competencies ranging from product formulation to digital marketing to penetrate diverse regions. Investments in product innovation and online consumer engagement platforms further reflect a dynamic realignment of resources to meet evolving market demands (Qi, 2024).

In sum, the Resource-Based View offers a comprehensive framework for understanding Aje Group's strategic trajectory. By identifying, nurturing, and effectively deploying its distinctive resources, the organization has cultivated a resilient brand, enhanced customer experiences, optimized operations, and achieved measurable growth. This strategic alignment between internal capabilities and external market demands embodies the essence of RBV, explaining how Aje Group sustains relevance and competitiveness in an increasingly complex and globalized business environment.

Empirical Review

Moyosore (2024) examined the influence of brand management on organizational performance within Founai Outlets in Nigeria's Federal Capital Territory, Abuja. The study targeted a population of 176 employees, from which a sample of 121 was selected using the Krejcie and Morgan sampling formula. A multistage sampling approach incorporating stratification and simple random selection—was applied to ensure representation across departments. Data were analyzed using descriptive statistics such as percentages, while inferential techniques including multiple regression and ANOVA were employed to test hypotheses. Findings revealed significant positive relationships between brand identity and market share, brand positioning and customer retention, and brand extension and competitive advantage. The study recommended reinforcing brand identity through consistent visual branding, strategic messaging, and narrative-based communication. However, a notable limitation was the absence of information regarding the response rate, which affects the assessment of data reliability. Additionally, the justification for not using the

entire population as the sample despite its manageable size was not provided, raising questions about sampling necessity.

Aslam et al. (2023) explored how internal brand management (IBM), employee branding behavior, and ethical brand awareness impact overall brand performance within Pakistan's textile industry. The researchers collected data from 230 frontline employees using a cross-sectional survey design and convenience sampling. Results indicated that IBM, along with ethical awareness and employee-driven branding actions, significantly enhances brand performance. Furthermore, employee branding behavior was found to mediate the link between IBM and performance, while ethical considerations strengthened this relationship. Despite these insights, the study lacked clarity on the total population size and did not specify the types or categories of textile firms included, limiting contextual understanding. Moreover, the statistical tools used for data analysis were not disclosed, weakening transparency and making it difficult to evaluate the rigor of the findings.

Soleimani et al. (2022) investigated the role of branding and psychological empowerment in shaping both financial performance and brand loyalty within an Iranian insurance company. Financial performance was measured using indicators such as return on equity, return on assets, return on investment, and sales growth. Data were gathered from 200 employees and analyzed using Structural Equation Modeling (SEM), a method well-suited for examining complex variable relationships. The results showed that while internal branding and psychological empowerment had no significant direct effect on financial performance, they positively influenced brand loyalty. A key limitation was the reliance solely on primary employee-reported data rather than actual financial records, which could have offered more objective performance metrics. Additionally, the study failed to report the response rate, undermining confidence in the representativeness and validity of the dataset.

Baporikar et al. (2020) studied how small and medium enterprise (SME) owners and managers in

Windhoek, Namibia, perceive their roles in marketing and brand management to improve competitiveness and profitability. Utilizing a qualitative methodology, the researchers conducted semi-structured in-depth interviews with 10 SME leaders. Findings suggested that integrating traditional and modern branding strategies contributes positively to business growth and market visibility. However, the study faced several limitations: it did not identify the sectors or types of SMEs involved, hindering generalizability. The small sample size of only ten participants limits the depth and transferability of conclusions. Furthermore, the specific technique used for thematic or content analysis was not stated, reducing transparency in the research process.

Maore (2019) assessed the relationship between brand management practices, corporate image, customer attributes, and customer satisfaction among undergraduate students at a Kenyan university. Simple random sampling was used to select respondents, and the findings demonstrated a statistically significant positive impact of effective brand management on customer satisfaction. While the results are informative, the study's scope was limited to a single demographic young, academically enrolled individuals whose consumption behaviors and brand perceptions may differ significantly from those of the general public. This narrow focus restricts the applicability of the findings to broader consumer markets.

Waithaka (2021) evaluated the effects of brand management on the performance of star-rated hotels in Nairobi County, Kenya. Employing a descriptive survey design, the study used a census approach to include all 159 senior managers from 53 hotels. Questionnaires were distributed, yielding a 77% response rate, and data were analyzed using correlation and regression techniques. The results indicated a moderate positive relationship between brand identity and organizational performance, but weaker associations were found for brand recognition, brand association, and brand personality. A major limitation was the exclusive reliance on senior management perspectives, potentially overlooking valuable insights from frontline staff and customers

who directly interact with the brand. This selective focus may present a partial view of brand effectiveness within the hospitality setting.

Horsfall and Mac-Kingsley (2018) conducted a study titled "Analyzing the Impact of Brand Loyalty on Market Performance: A Study of Food and Beverage Firms in Rivers State", employing a survey research design to assess how brand loyalty influences market outcomes. The target population included both food and beverage firms and end-consumers in Rivers State, with a sample of 290 respondents 54 managerial personnel and 236 consumers drawn from higher institutions. Simple random sampling was used for selection, and data were gathered using structured questionnaires administered to both groups. The analysis utilized Pearson's Product Moment Correlation and regression techniques. Results indicated a significant positive relationship between brand loyalty and key performance indicators such as customer acquisition, retention, and brand extension, with brand loyalty explaining 60.3% of the variance in market performance. However, the study faced limitations, including its geographic restriction to Rivers State, which limits broader applicability. Additionally, it did not specify the total number of firms involved or justify the sample size, and omitted details on response rate, potentially affecting the credibility of the findings.

Kariuki (2015) explored The Impact of Brand Image on Customer Satisfaction in Major Supermarkets in Nairobi through a descriptive survey approach. The study focused on customers of 15 large supermarkets in Nairobi, defined by their size (1,000–5,000 square feet) based on city licensing records. A convenience sampling method was applied to select 150 participants at store exits, based on availability and willingness to participate. Data were collected via self-administered questionnaires and analyzed using descriptive statistics, frequency distributions, and regression models to evaluate the influence of brand image on satisfaction and loyalty. Findings showed that a strong brand image significantly enhances customer satisfaction and shapes shopping behavior, thereby contributing to profitability. Nevertheless, the use of non-probability sampling introduced potential bias, while transient factors like mood during data collection may have influenced responses. The limited sample size and exclusive focus on major urban supermarkets also

restrict the transferability of results to other retail formats or regions.

Ochoo et al. (2018) investigated how branding strategies affect organizational performance among multinational corporations (MNCs) in Kenya.

Using a descriptive research design, the study targeted 122 managerial employees from prominent MNCs, including Coca-Cola, Haco Tiger Brands, Cadbury East Africa, and Unilever Kenya. A census sampling technique was adopted, meaning all eligible employees within these firms were included. Data were collected through mixed-format questionnaires containing both closed- and open-ended questions and analyzed using correlation and regression methods. The results demonstrated a positive association between effective branding strategies and improved business performance. However, the study's scope was confined to specific industries, limiting its relevance to small businesses or other sectors. Furthermore, the lack of information on response rate and no justification for using a full census rather than a representative sample raised concerns about data completeness and potential response bias.

Jewel et al. (2018) examined the role of branding in shaping marketing performance within Ghana's mobile phone industry. A descriptive research design was employed, with a convenience sample of 50 respondents comprising customers and industry stakeholders. Structured questionnaires were used for data collection, and descriptive statistical methods were applied for analysis. The study identified critical challenges, including inadequate branding expertise and limited strategic guidance within mobile phone businesses. It also found that branding plays a vital role in influencing consumer purchasing decisions and enabling product identification. However, the small sample size and reliance on non-random sampling reduced the representativeness of the findings. Moreover, the absence of information regarding the total population and response rate weakened the study's reliability and generalizability.

Maldonado-Guzman et al. (2018) assessed the impact of brand management on the performance of small enterprises across an unspecified sector. The quantitative study targeted 300 small businesses using simple random sampling, though no rationale was provided for this sampling strategy or the chosen sample size. Data were

collected via structured questionnaires and analyzed using structural equation modeling (SEM). Findings revealed a statistically significant positive relationship between brand management practices and overall business performance. Despite these insights, the study lacked clarity on the nature, category, or industry classification of the sampled enterprises. Combined with missing details on the population frame and response rate, this opacity undermines the robustness and transferability of the conclusions.

Zarantonello et al. (2020) explored the link between consumer-based brand equity (CBBE) and market share for both global and local brands across developed and emerging markets. Utilizing a mixed-methods design, the research integrated consumer surveys, expert evaluations, and retail panel data from fast-moving consumer goods (FMCG) brands in 29 countries. While the exact sample size was not specified, data were analyzed using fixed-effects regression models. The study found that in developed nations, CBBE components such as brand awareness and perceived quality had a stronger impact on market share for local brands than global ones. Conversely, in emerging economies, global brands benefited more from high CBBE. The authors recommended tailoring brand equity strategies to brand origin and market maturity. A key limitation was the dependence on secondary datasets with restricted variable coverage, which constrained deeper causal interpretation.

Oliveira et al. (2023) studied the connection between brand equity and corporate financial performance in an emerging market context using a quasi-experimental design. Panel data from 689 publicly traded companies totalling 7,970 firm-year observations were analyzed over the period 1990–2018. Secondary data were sourced from reputable brand valuation platforms such as Brand Finance, Brand Analytics, and Interbrand. Dynamic Differences-in-Differences Ordinary Least Squares (DID OLS) regression was used to estimate causal effects. Results showed that companies with stronger brand equity experienced significant improvements in intangible asset value, return on assets, free cash flow, and overall market

valuation. The study concluded that investing in brand development yields measurable financial returns. However, reliance on third-party brand rankings subject to methodological inconsistencies and commercial biases poses a limitation to the objectivity and accuracy of the findings.

Literature Gap

Although a body of research has established a positive relationship between brand management and organizational performance across various industries and geographical contexts, significant gaps remain particularly concerning multinational enterprises operating in emerging markets such as Nigeria. While studies like Moyosore (2024) and Waithaka (2021) have demonstrated the influence of brand identity, positioning, and loyalty on outcomes such as customer retention and market share, many of these investigations are constrained by limited scope, often focusing on specific regions, single sectors, or narrowly defined populations such as university students or retail consumers. This restricts the transferability of findings to broader or more diverse business environments.

From a methodological standpoint, several studies exhibit shortcomings that affect the robustness of their conclusions. For instance, works by Soleimani et al. (2022) and Aslam et al. (2023) lack transparency regarding sample selection procedures and fail to report response rates, making it difficult to assess data representativeness and reliability. Furthermore, the use of self-reported employee data to measure financial performance as seen in Soleimani et al. (2022) introduces subjectivity and weakens the validity of performance assessments, as such data may not accurately reflect actual organizational outcomes. While more rigorous studies like Oliveira et al. (2023) utilize secondary financial data for greater objectivity, they often overlook contextual factors unique to local markets, limiting their applicability to region-specific dynamics.

Another critical limitation in existing literature is the tendency to examine individual components of brand management such as awareness or loyalty in

isolation, rather than adopting a holistic framework that evaluates how multiple branding dimensions collectively impact firm performance. Similarly, performance is frequently measured using a single indicator, which fails to capture its multidimensional nature. There remains a scarcity of research that simultaneously analyzes the effects of brand awareness, positioning, and loyalty on a composite set of performance metrics, including revenue growth, customer satisfaction, and operational efficiency.

Moreover, there is a pronounced absence of empirical studies focusing on multinational

3.0 METHODOLOGY

The research methodology outlines a comprehensive approach to studying brand management and its impact on organizational performance within the Aje Group's Ikeja plant in Lagos, Nigeria. The mixed descriptive-explanatory design enabled researchers to document current brand management practices while investigating causal relationships between these practices and performance outcomes. The study focused on 1,850 employees across five key departments: Marketing, Production, Quality Assurance, Sales, and Distribution with a final sample size of 395

4.0 RESULTS AND DISCUSSION

TABLE 4.2.1 Response Rate

Questionnaire Distributed	395
Returned Questionnaire	378
Percentage of returned Questionnaire	96%
Unreturned Questionnaire	17
Percentage of not returned Questionnaire	4%

Source: Field Survey, (2025)

beverage companies like Aje Group within Nigeria's Federal Capital Territory (FCT), despite the complex challenges they face, including fierce competition from global brands, shifting consumer preferences, and highly price-sensitive markets. The unique operational realities of such firms necessitate a tailored investigation into how strategic brand management can drive sustainable performance in this context.

To bridge these gaps, this study seeks to deliver a comprehensive, context-specific analysis of the relationship between brand management and organizational performance. By integrating multiple branding constructs with a multidimensional performance model, the research aims to generate actionable insights for practitioners while enriching the academic understanding of branding strategies in emerging economies.

respondents determined using Taro Yamane's formula, incorporating a 20% margin for non-response. Stratified random sampling ensured proportional representation across departments. Primary data was collected via structured questionnaires using a 5-point Likert scale, divided into demographic and variable measurement sections, covering constructs such as brand awareness, positioning, loyalty, equity, and performance indicators like revenue growth and customer satisfaction. Data analysis involved descriptive statistics for demographic profiling and inferential techniques, including regression analysis, to assess relationships between variables. Validity was established through a pilot test, and reliability was confirmed using Cronbach's alpha, with all values exceeding the recommended threshold of 0.70, ensuring internal consistency of the measurement instruments.

Out of the 395 questionnaires distributed, 378 were successfully returned, representing a high response rate of 96%. This indicates strong engagement and interest from the respondents, which enhances the reliability and representativeness of the data collected. The unreturned questionnaires accounted for only 17, or 4% of the total, reflecting minimal non-response bias and suggesting that the sample is

likely robust for analysis. Such a high return rate not only underscores the effectiveness of the data collection process but also provides a solid foundation for drawing meaningful conclusions from the study. However, it is still important to assess the quality of the returned responses to ensure they are complete and free from biases such as social desirability or inconsistencies.

Test of hypotheses

Test of hypothesis one

H₀₁: Brand awareness had no significant influence on revenue growth in Aje Group.

$$RG = \alpha_0 + \beta_1 BA + \varepsilon \dots\dots\dots 3.2$$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.705 ^a	.498	.496	.35864

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	47.904	1	47.904	372.445	.000 ^b
	Residual	48.362	376	.129		
	Total	96.266	377			

Rule Application:
Since the R value

Coefficients^a

Model		Unstandardized Coefficients	Standardized Coefficients	t	Sig.
1	(Constant)	1.513		11.503	.000
	BA	.642	.705	19.299	.000

a. Dependent Variable: RG

a. Predictors: (Constant), BA

Source: SPSS Output Version 27.0

The regression model examining the relationship between brand awareness (BA) and the dependent variable yields a moderately strong explanatory power, with an R value of 0.705 indicating a substantial positive correlation. The R² value of 0.498 reveals that approximately 49.8% of the variance in the outcome variable is accounted for by brand awareness, while the adjusted R² (0.496) confirms the model's robustness after accounting for sample size. The standard error of 0.359 suggests relatively precise estimates. Decision

exceeds 0.5 (moderate-strong threshold) and the R² demonstrates nearly 50% explanatory power, we reject the null hypothesis that brand awareness has no significant effect. The results confirm BA as a statistically meaningful predictor, though approximately 50% of variance remains unexplained, indicating the need for additional predictors in future models to enhance explanatory capacity.

a. Dependent Variable: RG

b. Predictors: (Constant), BA

Source: SPSS Output Version 27.0

The ANOVA table demonstrates statistically significant predictive power of brand awareness (BA) on revenue growth (RG), with an F-statistic of 372.445 ($p < 0.000$). The regression model explains a substantial portion of variance, as evidenced by the large mean square regression (47.904) relative to the residual mean square (0.129). Decision Rule Application: Since the significance value (0.000) is well below the conventional alpha threshold of 0.05, we confidently reject the null hypothesis that brand

Source: SPSS Output Version 27.0

The coefficients table reveals that brand awareness (BA) has a statistically significant positive influence on revenue growth (RG), with an unstandardized coefficient (B) of 0.642 ($p < 0.001$). The standardized beta coefficient ($\beta = 0.705$) indicates that one standard deviation increase in BA leads to a 0.705 standard deviation increase in RG, demonstrating a strong predictive relationship. Decision Rule Application: Since both the constant

awareness has no effect on revenue growth. The extremely low p-value ($p < 0.000$) provides strong evidence that BA serves as a statistically significant predictor of RG, confirming the meaningful relationship observed in the model summary. The substantial F-ratio further validates the model's overall significance, suggesting that the inclusion of BA as a predictor variable significantly improves the model's explanatory power for revenue growth outcomes.

($p < 0.001$) and BA predictor ($p < 0.001$) show significance values below the 0.05 threshold, we reject the null hypothesis that these coefficients equal zero. The large t-value (19.299) for BA confirms its substantial contribution to the model, while the positive direction of the relationship indicates that improved brand awareness consistently associates with enhanced revenue growth. These results validate BA as a crucial strategic factor for driving financial performance at Aje Group.

Test of Hypothesis Two

H₀₂: Brand positioning had no significant effect on customer satisfaction in Aje Group.

$$CS = \alpha_0 + \beta_1 BP + \varepsilon \dots\dots\dots 3.3$$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.689 ^a	.475	.474	.36407

a. Predictors: (Constant), BP **Source: SPSS Output Version 27.0** The regression model

exceeds 0.5 (indicating a moderate-to-strong relationship) and the p-value is statistically

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	45.089	1	45.089	340.177	.000 ^b
	Residual	49.837	376	.133		
	Total	94.926	377			

examining the relationship between brand positioning (BP) and the dependent variable demonstrates a strong positive correlation ($R = 0.689$), indicating that BP explains a substantial portion of variance in the outcome. The R^2 value of 0.475 reveals that approximately 47.5% of the variance is accounted for by BP, with the adjusted R^2 (0.474) confirming model reliability after accounting for sample size. The standard error of 0.364 suggests reasonably precise estimates. Decision Rule Application: Since the R value

significant (implicit from R^2 significance), we reject the null hypothesis that brand positioning has no effect. The results establish BP as a significant predictor, though approximately 52.5% of variance remains unexplained, suggesting the potential value of incorporating additional variables in future models to enhance predictive power.

- a. Dependent Variable: CS
b. Predictors: (Constant), BP

Source: SPSS Output Version 27.0

The ANOVA results demonstrate that brand positioning (BP) significantly predicts customer satisfaction (CS), with a high F-statistic of 340.177 ($p < 0.000$). The regression model explains a substantial portion of variance, as shown by the

null hypothesis that BP has no effect on CS. The extremely low p-value ($p < 0.000$) confirms BP as a statistically significant predictor of CS, while the large F-ratio validates the model's overall strength. These results emphasize that effective brand

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	
		B	Std. Error	Beta	t
1	(Constant)	1.639	.131		12.496
	BP	.597	.032	.689	18.444
					Sig.
					.000
					.000

large mean square regression (45.089) relative to the residual mean square (0.133). Decision Rule Application: With a significance value of 0.000 (below the alpha threshold of 0.05), we reject the

a. Dependent Variable: CS Source: SPSS Output Version 27.0

The coefficients table indicates that brand positioning (BP) has a statistically significant positive effect on customer satisfaction (CS), with an unstandardized coefficient (B) of 0.597 ($p < 0.001$). The standardized beta coefficient ($\beta = 0.689$) shows that a one standard deviation increase in BP leads to a 0.689 standard deviation improvement in CS, confirming a strong predictive relationship. Decision Rule Application: Both the

positioning strongly influences customer satisfaction at Aje Group, though future research could explore additional factors to account for the remaining unexplained variance.

constant ($p < 0.001$) and BP ($p < 0.001$) exhibit significance values below the 0.05 threshold, leading us to reject the null hypothesis of no effect. The high t-value (18.444) for BP underscores its substantial impact, while the positive coefficient direction indicates that strategic brand positioning consistently enhances customer satisfaction. These findings validate BP as a critical driver of customer satisfaction at Aje Group, providing empirical support for investing in targeted positioning strategies.

Test of Hypothesis Three

H₀₃: Brand loyalty had no significant impact on operational efficiency in Aje Group.

$OE = \alpha_0 + \beta_1 BL + \epsilon \dots \dots \dots 34$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.779 ^a	.607	.606	.32920

- a. Predictors: (Constant), BL

Source: SPSS Output Version 27.0

The regression model examining brand loyalty's (BL) relationship with the dependent variable demonstrates a strong positive correlation ($R = 0.779$), indicating BL explains a substantial portion

of outcome variance. The R^2 value of 0.607 reveals approximately 60.7% of variance is accounted for by BL, with the adjusted R^2 (0.606) confirming model reliability. The standard error of 0.329 suggests precise estimates. Decision Rule: Since R exceeds 0.5 (indicating a strong relationship) and

the p-value would be significant (implied by R^2 magnitude), we reject the null hypothesis that BL has no effect. The results establish BL as a powerful predictor, though approximately 39% of variance remains unexplained, suggesting room for model enhancement through additional variables. This strong explanatory power particularly

significance value of 0.000 (far below the alpha threshold of 0.05), we decisively reject the null hypothesis that BL has no effect on OE. The extremely low p-value ($p < 0.001$) and massive F-highlights BL's strategic importance for organizational outcomes at Aje Group.

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	62.838	1	62.838	579.848	.000 ^b
	Residual	40.747	376	.108		
	Total	103.585	377			

a. Dependent Variable: OE

b. Predictors: (Constant), BL

Source: SPSS Output Version 27.0

The ANOVA results demonstrate that brand loyalty (BL) is a highly significant predictor of operational efficiency (OE), with an exceptionally large F-statistic of 579.848 ($p < 0.001$). The regression model explains a substantial proportion of variance, evidenced by the large mean square regression (62.838) relative to the residual mean square (0.108). Decision Rule Application: With a

Source: SPSS Output Version 27.0

The coefficients reveal that brand loyalty (BL)

ratio confirm BL's strong predictive power for operational efficiency. These results indicate that brand loyalty contributes significantly to streamlining Aje Group's operations, though the remaining unexplained variance suggests complementary factors may further enhance operational performance. The findings underscore the operational value of cultivating customer loyalty through strategic brand management initiatives.

exceptionally strong predictive relationship. Decision Rule Application: Both the constant ($p <$

Coefficients^a

a. Dependent Variable: OE

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.422	.119		11.945	.000
	BL	.707	.029	.779	24.080	.000

exerts a statistically significant and substantial positive influence on operational efficiency (OE), with an unstandardized coefficient (B) of 0.707 (p

0.001) and BL coefficient ($p < 0.001$) show significance values well below the 0.05 threshold, compelling us to reject the null hypothesis of no

Test of hypothesis Four

H₀₄: Brand equity had no significant influence on market share in Aje Group.

$MS = \alpha_0 + \beta_1 BE + \epsilon \dots \dots \dots 3.6$

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.730 ^a	.532	.531	.39498

a. Predictors: (Constant), BE

Source: SPSS Output Version 27.0

< 0.001). The standardized beta coefficient ($\beta = 0.779$) indicates that a one standard deviation increase in BL corresponds to a 0.779 standard deviation improvement in OE, demonstrating an

effect. The enormous t-value (24.080) for BL confirms its overwhelming impact, while the positive coefficient direction proves that enhanced brand loyalty systematically improves operational

Model		Sum of Squares	df	Mean Square	F	Sig.	approximately 53.2% of the variance in the dependent variable can be explained by Brand Equity, highlighting its
1	Regression	66.814	1	66.814	428.266	.000 ^b	
	Residual	58.660	376	.156			
	Total	125.475	377				

efficiency. These results validate BL as a critical operational performance driver at Aje Group, suggesting that investments in loyalty- building initiatives yield measurable operational improvements. The findings provide empirical justification for prioritizing customer retention strategies in operational planning.

The model summary indicates that the predictive model, which uses Brand Equity (BE) as the independent variable, demonstrates a strong explanatory power. The correlation coefficient (*R*) of .730 suggests a positive and moderately strong relationship between Brand Equity and the dependent variable (likely related to performance or outcomes). The *R Square* value of .532 shows that

a. Dependent Variable: MS

b. Predictors: (Constant), BE

Source: SPSS Output Version 27.0

The ANOVA table provides evidence of the statistical significance of the regression model in explaining the relationship between Brand Equity (BE) and Market Share (MS). The regression sum of squares is 66.814, with a mean square of 66.814, indicating the variability explained by the model.

The residual sum of squares, representing

a. Dependent Variable: MS Source: SPSS

significant contribution to

ANOVA^a

the model. The *Adjusted R Square* value of .531, slightly lower than the *R Square*, adjusts for the number of predictors in the model and confirms its robustness. Additionally, the standard error of the estimate (.39498) reflects the average deviation of observed values from the predicted values, indicating a relatively precise fit. Overall, the model demonstrates a reliable and meaningful relationship between Brand Equity and the outcome variable, with Brand Equity serving as a key predictor.

unexplained variability, is 58.660, with a mean square of 0.156. The F-statistic of 428.266 is highly significant, as the p-value (.000) is less than the conventional alpha level of 0.05. Based on the decision rule, since the p-value is less than 0.05, we reject the null hypothesis, concluding that the model significantly explains the variance in Market Share. This suggests that Brand Equity is a strong predictor of Market Share, and the model has strong explanatory power.

is associated with a .832- unit increase in Market

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.655	.163		4.028	.000
	BE	.832	.040	.730	20.695	.000

Output Version 27.0 The coefficients table reveals the results of the regression analysis, where Brand Equity (BE) is the predictor variable, and Market Share (MS) is the dependent variable. The unstandardized coefficient (B) for BE is .832, indicating that a one-unit increase in Brand Equity

Share, holding other factors constant. The standardized coefficient (Beta) of .730 confirms the strong positive relationship between Brand Equity and Market Share, as previously indicated by the model summary. The t- value of 20.695 for BE is highly significant, with a p-value (.000) much

lower than the conventional alpha level of 0.05. Based on the decision rule, since the p-value is less than 0.05, we reject the null hypothesis, concluding that Brand Equity significantly predicts Market Share. Additionally, the constant (intercept) value of .655 suggests the baseline Market Share when Brand Equity is zero.

Overall, the analysis underscores the critical role of Brand Equity in driving Market Share, with statistically robust evidence supporting this relationship.

Discussion of Findings

The study underscores the significant impact of brand awareness, brand positioning, and brand loyalty on key performance metrics in Aje Group, with brand loyalty showing the strongest influence on operational efficiency, while brand awareness and brand positioning drive revenue growth and customer satisfaction, respectively. ***H₀₁: Brand awareness had no significant influence on revenue growth in Aje Group.***

The regression analysis presented in Table 4.3.3 reveals a statistically significant and positive relationship between brand awareness and revenue growth in Aje Group, thereby rejecting the null hypothesis (H₀₁). This finding indicates that brand awareness significantly influences revenue growth. The results are consistent with recent empirical studies by Aslam et al. (2023), Baporikar et al. (2020), Waithaka (2021) and Maldonado-Guzman et al. (2018) whom results showed that IBM, employee branding behaviour, and brand ethical awareness significantly influenced brand performance. Employee branding behaviour also mediated the relationship between IBM and brand performance, while brand ethics moderated the relationship between IBM and employee branding behaviour, findings suggested that traditional and contemporary branding strategies enhance business growth, results revealed a moderate positive effect of brand identity on organizational performance but weak effects of brand recognition, association, and personality and findings revealed a significant positive relationship between brand management and business performance. The results support the Resource-Based View (RBV) theory, demonstrating how brand awareness serves as a valuable intangible resource that drives financial outcomes.

H₀₂: Brand positioning had no significant effect on customer satisfaction in Aje Group.

The regression results in Table 4.3.6 demonstrate a statistically significant and positive relationship between Brand positioning and customer satisfaction, as evidenced by a Beta coefficient of .689 and a p-value of .000. This finding contradicts the null hypothesis (H₀₂) and confirms that Brand positioning significantly enhances customer satisfaction. The results are supported by empirical studies such as Moyosore (2024), Maore (2019), Horsfall and Mac-Kingsley (2018) and Kariuki (2015) whom results revealed statistically significant relationships between brand identity and market share, brand positioning and customer retention, and brand extension and competitive advantage, results indicated a statistically positive influence of brand management characteristics on customer satisfaction, findings revealed significant positive relationships between brand loyalty and market performance metrics including customer acquisition, customer retention, and brand extension, with brand loyalty accounting for 60.3% of market performance variance and findings revealed that supermarket brand image enhances customer satisfaction and influences shopping behaviour, contributing to profitability. The Resource-Based View (RBV) framework explains these results by positioning brand identity as a strategic asset that creates competitive advantage through improved customer perceptions.

H₀₃: Brand loyalty had no significant impact on operational efficiency in Aje Group.

The regression findings in Table 4.3.9 strongly refute the null hypothesis (H₀₃), revealing a statistically significant and positive relationship between brand loyalty and operational efficiency, as indicated by a Beta coefficient of .779 and a p-value of less than 0.000. This finding is corroborated by recent studies such as Soleimani et al. (2022), Foroudi (2019), Ochoo et al. (2018) and Jewel et al. (2018) whom results indicated that internal branding and psychological empowerment did not significantly affect financial performance but had positive effects on brand loyalty, findings emphasized the importance of consistent brand attributes, such as brand familiarity and recognizability, in fostering customer loyalty and enhancing repeat patronage, findings revealed a positive impact of branding strategies on organizational performance and also found that branding influences customer purchase decisions and helps identify product sources. From a

Resource-Based View (RBV) perspective, these outcomes highlight how customer retention and brand equity function as efficiency-enhancing resources that optimize internal processes. ***H₀₄: Brand equity has no significant influence on market share performance in Aje Group.***

The regression findings in Table 4.3.12 strongly refute the null hypothesis (H₀₄), demonstrating a statistically significant and positive relationship between brand equity and market share, as evidenced by a Beta coefficient of .730 and a p-value of less than 0.000. This outcome aligns with the Resource-Based View (RBV), which posits that brand equity, as a valuable intangible resource, provides firms with a competitive advantage that directly enhances market performance. The findings are consistent with prior empirical studies, such as Zarantonello et al. (2020), who found that brand equity components like brand awareness, perceived quality, and loyalty significantly influence market share, particularly for global brands in emerging markets. Similarly, Oliveira et al. (2023) highlighted that valuable brands substantially improve market value and overall financial performance. These studies collectively underscore the critical role of brand equity in driving market share performance, reinforcing the RBV perspective that leveraging internal resources like brand equity is essential for achieving sustainable competitive advantage and superior market outcomes.

5.0 CONCLUSION, AND RECOMMENDATIONS

The study concluded that brand awareness, positioning, loyalty, and equity each play a crucial role in enhancing different aspects of Aje Group's performance. Specifically, increased brand awareness was found to directly contribute to revenue growth by boosting customer recognition, preference, and purchase frequency suggesting that continued investment in visibility and recall initiatives yields strong financial returns. Effective brand positioning emerged as a key driver of customer satisfaction by clearly differentiating the company's offerings, aligning with consumer values, and fostering emotional connections, thereby emphasizing the importance of tailored messaging in competitive markets. Additionally,

brand loyalty was shown to significantly improve operational efficiency through predictable demand patterns, reduced customer acquisition costs, and optimized resource allocation, highlighting the operational value of cultivating long-term customer relationships. Finally, the study revealed that strong brand equity positively influences market share performance, reinforcing the need for sustained efforts to build and maintain brand strength as a strategic asset for long-term competitiveness and growth.

Based on the study's findings highlighting the critical role of brand management in driving key performance outcomes namely revenue growth, customer satisfaction, operational efficiency and market share performance at Aje Group, the following recommendations are proposed:

- i. Aje Group should continue to invest in strategic brand awareness initiatives such as digital marketing, social media engagement, product sampling, and community-based promotions. These strategies not only improve brand recall and recognition but also create top-of-mind awareness, which is essential for increasing customer acquisition and driving sustainable revenue growth. A continuous feedback mechanism should be embedded in these campaigns to monitor customer perception and brand visibility.
- ii. Aje Group should focus on refining its market positioning strategies by aligning its brand values, messages, and product attributes with evolving customer expectations. Positioning should highlight unique value propositions such as affordability, health consciousness, cultural relevance, and sustainability that differentiate the brand from competitors. Aje Group should also invest in market research to periodically evaluate how customers perceive its brand positioning and adjust accordingly to remain relevant in a dynamic consumer landscape.
- iii. Aje Group should implement customer retention programs, such as loyalty reward

schemes, personalized communication, and after-sales support. These initiatives not only encourage repeat purchases but also stabilize demand patterns, enabling the company to plan its inventory, supply chain, and production more effectively. Building brand trust and emotional connection with customers will serve as an internal resource that enhances operational resilience and cost efficiency.

- iv. Aje Group should prioritize initiatives aimed at building and maintaining strong brand equity. These efforts will not only improve market share but also contribute to long-term profitability and success in an increasingly competitive business environment.

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