Effect of Brand Equity on Performance of Distributors in Flour Mills of Nigeria Plc

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Abstract
The fast-Moving Consumer Goods sector such as Flour Mills of Nigeria PLC is a key contributor of the Nigeria economy. This sector of Nigeria economy provides products that are daily consumed by each and every strata of the society irrespective of social class, income group, age group. Based on the several reviewed literatures used this method in the Nigeria context to ascertain how this brand equity attributes (perceive product quality, brand awareness, brand loyalty, brand association) effect on the performance of distributors in Flour Mills of Nigeria PLC. Thus, to consider whether the type, strength and magnitude of possible effect between components of brand equity and distributors performance indicators such as public image perception, quality perception, customer satisfaction, employee satisfaction, brand positioning strategies, economic value of a product, skills levels, innovations in products and new value streams can lead to meaningful managerial implications. Since, there is a noticed gap and dearth of studies that focused on the effect of brand equity on the performance of distributors of Nigerian food and beverages companies such as Flour Mills of Nigeria PLC, this study fill that gap.Probability sampling technique is used in this study. The probability sampling give each item in the population an equal chance of being selected as sample object. Furthermore, sample representative in the probability sampling technique have a guarantee of equal and independent representation of data being chosen. The study found an important role of brand association, brand image and brand awareness to intensify the impact of brand equity on performance of distributors in flour mills Plc. The study recommends that

Keywords: *Competitive Advantage, brand equity, distributors*

Introduction

The fast-Moving Consumer Goods sector such as Flour Mills of Nigeria PLC is a key contributor of the Nigeria economy. This sector of Nigeria economy provides products that are daily consumed by each and every strata of the society irrespective of social class, income group, age group. As manufacturing and distribution of fast moving consumer goods in Nigeria continue to expand, driven by the Government's efforts to encourage consumption of made in Nigeria goods, promote local and foreign investment in the sector, and discourage imports, the need for a company like Flour Mills of Nigeria PLC to focus on the performance of distributors of her products cannot be overemphasized.

Brumbak, (2006) define distributor as a middleman that helps a company on their international or domestic markets. The distributor usually has exclusive sales right on a specific market and they work closely with the manufacturer. The arrangement between the parties is commonly continuous over a long period of time. By using a distributor, the manufacturer still has some control over prices, marketing, service and other functions. One benefit of the collaboration is that the manufacturer does not have any fixed cost to be responsible of, which they would have if they entered the market on their own. Hence the need to emphasize on the performance of distributors.

Performance concept is multidimensional involving elements such as economic performance i.e. sales, productivity, profit, social performance, employee and customer satisfaction, legal performance and so on obeying of laws and law like recommendations, or social performance i.e. adoption of conduct norms based on ethical considerations (Ali, 2014). Performance provide the information necessary for decision makers to plan, control and direct the activities of an organization. Performance comprises of financial and non-financial performance, these are consequences of the interplay between environmental factors and internal factors of an organization. They also allow managers to measure performance, to signal and educate suppliers on the important dimensions of performance, and to direct improvement of activities by identifying deviations from standards. Various frameworks have been developed to aid in these goals, including customer's perception of a product, product awareness and product quality (Ali, 2014).

According to Orji, Akhimien, Solomon and Patience, (2016) and Sudarmo, Sucherly and Nury, (2017) firm's performance can be measure based on revenue growth, profitability growth, and productivity growth, but the comparison of the performances of different companies to one another using these measures in absolute terms may be meaningless because one company may be operating a high growth sector, such as food and drinks and the other in a declining sector, such as machinery and textile sector.

Brand equity is the market power, economic growth, and financial value inherent in the goodwill and reputation that a well-established brand name has built up over the period of its existence Kotler & Keller (2006).Brand equity which is in essence an added value, a benefit for firms and consumers that is created by the brand, has been the focus of both marketing professionals and academics since the early 1990s Aaker 1996 Keller (2003). Brand equity is foremost among the most valuable but intangible marketing assets a firm can have and these constructs have continued to be an important subject matter in marketing (Orji, *et al.,* 2016).

The familiarity and reliability offered by brands decrease the uncertainty and risk involved in customers' decision making process. Brand equity help companies to increase the efficiency and effectiveness of their marketing programs and enjoy higher profit margins. In addition, brand equity is also used as a performance indicator for marketing activities in a company (Orji, *et al*., 2016).Furthermore, Aaker *et al*. (2013), posited that brand equity can be based on five dimensions: perceived quality, brand awareness, brand associations, brand loyalty, in addition to other proprietary brand assets such as patents, trademarks, channels relationships and so on.

The study of brand equity can be approached from two perspectives, from the perspective of the consumer and from the perspective of the firm Aaker *et al* (2013). However, this study considers brand equity from the perspective of the firm with emphasis on the performance of distributors in Flour Mills of Nigeria PLC. Studying brand equity from the perspective of the firm generally involves the use of observed market data to assess the brand's value to the firm. It is in the light of this that this study assesses the effect of brand equity on performance of distributors in Flour Mills of Nigeria PLC.

Statement of Problem

Rapid growth of fast moving consumer goods market in Nigeria has brought competition, making firms to focus on the performance of distributors or loose to competitors. In order for fast moving consumer goods companies such as Flour Mills of Nigeria PLC to grow and at the same time not to risk a vast amount of time and money to set up sales offices and outsmart competitors, distributors become more interesting. A conflict of interest arises when the distributors both want to promote other competitors brand and simultaneously sale the products from the manufacturer.

The major problem marketers of fast moving consumer goods such as Flour Mills of Nigeria PLC has contended with is how to build up brand equity and ensure that customers are satisfied and that this satisfaction result to continuous purchase and improve the performance of distributors in Flour Mills of Nigeria PLC. Since customer's satisfaction leads to brand loyalty that result to brand equity, the issues that can hinder such satisfaction must be addressed.

Orji *et al*. (2016) conducted their study in Nigeria using two variable on the impact of brand equity and customer satisfaction on profit optimization using Nigeria bottling company PLC as a case study. They discover that Brand loyalty has been found to increase the likely hood of customer resolution to purchase a product repeatedly without changing brands which ultimately lead to increase in profit optimization of the company.

Another group of researchers conducted their studies using four brand equity attribute as variables. They conduct an empirical study on the link between marketing assets, brand image and firm performance. For instance, Sudarmo, *etal*. (2017) conducted their research on the effect of brand equity on improved marketing performance of Indonesian bottled water companies. They use perceive product quality, brand awareness, brand loyalty, and brand association as variables to illustrate whether or not an observable link exists between brand equity, and marketing performance. The findings show that marketing performance is influenced by a market strategy and marketing mix strategy through brand equity attribute and competitive advantage.

However, this study follow Sudarmo *et al*. (2017) method using the Nigeria context to ascertain how this brand equity attributes (perceive product quality, brand awareness, brand loyalty, brand association) effect on the performance of distributors in Flour Mills of Nigeria PLC. Thus, to consider whether the type, strength and magnitude of possible effect between components of brand equity and distributors performance indicators such as public image perception, quality perception, customer satisfaction, employee satisfaction, brand positioning strategies, economic value of a product, skills levels, innovations in products and new value streams can lead to meaningful managerial implications. Since, there is a noticed gap and dearth of studies that focused on the effect of brand equity on the performance of distributors of Nigerian food and beverages companies such as Flour Mills of Nigeria PLC, this study fill that gap.

Literature Review

Atif and Malik (2014) conduct their study on the impact of Brand Equity and Brand Awareness on Customer Satisfaction. Data were collected through a survey based questionnaire. Two hundred questionnaires were distributed to the customers shopping at branded shops of Islamabad and Rawalpindi. The data of useable one hundred and eighty questionnaires is analyzed using SPSS. Cronbach's Alpha for reliability, correlation and regression tests for the relationship among variables were applied for the data analysis purposes. The results indicated that there was a strong association between Brand Equity and Customers' satisfaction. The results also indicated that there was a strong and positive relationship between Brand Awareness and Customer Satisfaction. It was found that if the Brand Equity and Brand Awareness are increased it can increase the Customer Satisfaction. The findings of the study can be of great value for the marketing department, especially the Brand managers for maintaining and increasing the Customers' satisfaction through these important factors.

Leroy, Kwadwo and Darkwah (2016) conduct his study on sales and distribution networks of fast moving consumer goods (fmcg) companies in Ghana. a case study of selected companies in the Kumasi metropolis. Companies reach consumers mostly through their distribution network which consisted of distributors, wholesalers, retailers and fmcg companies are not exceptions. The nature of the goods sold by these companies demands even more a critical attention to the sales and distribution network. The general objective of the study was to assess the sales and distribution networks of Fast Moving Consumer Goods (fmcg) companies in the Kumasi metropolis. The study used the convenience and purposive sampling approach to select channel members and management respectively. The research dealt with total channel members' population of 20,023 (without accounting for double counting). A sample of 593 was therefore picked for the purpose of the study. The main data collection instruments used by the researcher were structured questionnaires and interviews which were administered to the channel members and management of the selected fmcg companies respectively. The data collected was analyzed into descriptive statistics. The results showed that the management of the fmcg has put in measures to ensure competitiveness by tracking product availability through each channel and also measure competitiveness by comparing target sales output to actual sales output although they are faced with challenges such as influx of fake products and low commitment from salesmen. The researcher therefore recommends that government agencies should collaborate with fmcg to clamp down on fake products that infiltrate the genuine ones and also trade discounts that entice channel members should be reviewed upwards periodically to sustain the commitment of the actors in the network of the fmcg.

Ajayi, and Olajide (2014) conduct their research on Analysis and Modelling of Brand Equity Data to Predict the Success of a Business. They ascertain that most firms are profit-oriented instead of creating values for their customers. However, with the struggle for market leadership, firms have come to realize that building brand equity is very important to gain sustained competitive advantage for products in the market. Their Studies which focus on brand equity simultaneously as influencer of a firm's performance have research gap. This research was carried out to fill this knowledge gap. Brand equity data was used to predict the total revenue and the rate of return on investment in order to draw meaningful conclusions between the marketing activities on a firm's products and the success of the firm's business. The results of the analysis revealed that brand equity does contribute to the success of a business but the significance of such contribution is low. It was observed that product quality goes a long way to promote and strengthen brand equity. The researchers believe that this kind of measure is consistent with the interpretation of customers' behavior and it is in accordance with the measurement of consumer-based brand equity especially in the case of commodity products in Nigeria.

Samiei and Mahdavinia (2011) researched on 'The Effect of Brand Equity Components on Purchase Intention: In their study they use an Application of Aaker's Model in the Automobile Industry. The study aims to investigate the effect of brand equity dimensions on purchase intention, based on Aaker's well-known conceptual framework in the automobile industry. Building on extensive literature, a model of consumers' purchase intention that includes the major determinants of brand equity model is proposed. Based on a sample of 242 consumers, structural equation modeling is used to test hypotheses. The research reveals that brand awareness, brand association, brand loyalty, and perceived quality have a significant impact on consumers' intention to purchase products. The study suggests that marketers should carefully consider the brand equity components when designing their branding strategies. Marketers are also called on to adapt their branding approaches to fit each marketing environment and enhance brand loyalty to reduce the switching behavior of consumers. The study clarifies the interrelation between the four brand equity model components and purchase intention.

Obasan, Ariyo and Hassan (2015). Conduct their study on Brand Loyalty and Organizational performance. The study shows that Marketers and organizational managers are interested in managing their organizations to achieve surplus (profit) which is often used as the greatest yardstick for organizational performance. Marketers in particular, in doing this, manipulate the marketing mix to stimulate exchange between the firm and customers. However, in the recent times, attention has been on brand loyalty. Thus, this study was conducted to investigate the correlation between brand loyalty and organizational profitability. The study made use of primary and secondary data. The primary data were sourced through the use of questionnaire administered on a sample of 225 respondents selected using purposive sampling method in Lagos State. The secondary data were sourced from annual reports and accounts of Honeywell Flour Mills PLC over a period of four years. The data generated were analyzed using correlation analysis run on SPSS 18.0. The results show that organizational profitability is significantly and positively related to brand loyalty measures tested with R values of 0.749 significant 95% confidence level. Based on these results, it was concluded that organizational profitability is a function of brand loyalty. This finding has implication for marketing managers and organizations in general in designing their various marketing strategies. Suggestions for further studies were also made.

Methodology

This study uses Probability sampling technique, the population for this study are the distributors of Flour Mills of Nigeria PLC product in North-east of Nigeria consisting of two state (Yobe and Bauchi state). This is a finite population made up of 231 distributors. The data are collected using self-administered questionnaire with the help of research assistant. Although self-administered or hand delivered method is expensive compared to mail survey, nevertheless, the researcher still favors this method due to its advantages. The first advantage is that the researcher can collect all completed responses within a short period of time. The second advantage is that researcher can explain on the spot the terms or part of the questions which the respondents could not understand. Thirdly, the researcher can motivate the respondents to take part in the survey and give their honest opinions (Ndagi, 1999).

The probability sampling give each item in the population an equal chance of being selected as sample object (Osuala, 2005). Furthermore, sample representative in the probability sampling technique have a guarantee of equal and independent representation of data being chosen. The advantage of this sampling method is that there is no bias of the researcher against the choice of another and being regarded for its high generalizability. Therefore, stratified random sampling is used.

The study apply Taro Yamane's (1967) formula in determining sample size of the finite population as follow;

$$\text{Require Sample Size} = \frac{N}{1+N(e)^2}$$

N= Total population chosen= 231
e = Margin of error, = 0.05

$$\text{Required sample size} = \frac{231}{1+231(0.05)^2}$$

The required sample size is 146. However, this was increased to 190 by adding 30%. According to Isreal (1992), 10% to 30% could be added as attrition to make up fornon-response. Thus, 30% of 146 = 44 + 146 = 189.8=190

Result and Discussion

This study revealed that there is significant positive effect of Perceived Product Quality on performance of distributors in Flour Mills of Nigeria PLC. The model Summary statistics in table 4.4.1 showed that the computed R value of 0.697 is higher than the Regression standard value of 0.400. Flour Mills of Nigeria PLC need to ensure that customers are satisfy, among others, with the quality of their products, and they logically have to continuously improve their quality (based on the requirements of customers). This is in line with Petr, Richter and Maria (2014), who found that product quality has effect on organizational performance as well as mutual relationships and links of individual factors so that it is possible to create a compact unit and a complex model comprising product quality, customer satisfaction and corporate performance. It is my opinion that product quality is an essential ingredient in retaining customers as a result of the satisfaction they derive from the quality of the product (especially product quality attribute like durability, reliability, performance, esthetic et al. are consistence) which increase customer patronage and performance of distributors in Flour Mills of Nigeria PLC.

Secondly the finding of the study shows that there is significant positive effect of Brand awareness on the performance of distributors in Flour Mills of Nigeria PLC. The model Summary statistics in table 4.4.3showed that the level of effect between them is very strong as the Computed R^2 value of 0.624 and the computed Adjusted R^2 value of 0.622 is each higher than the standard/decision value of 0.4000. This finding is of great value for the marketing department, especially the Brand managers who have to maintain and increase Customer awareness through the creation of advertisement, radio jingle *et al*. This finding is in line with the study by Atif, and Malik (2014) whose study explore the impact of Brand Equity and Brand Awareness on Customer Satisfaction. The results indicated that there was a strong effect between Brand awareness and Customers' satisfaction. It was found that if the Brand Equity and Brand Awareness are increased it can increase the Customer Satisfaction and profitability. This means that if the distributor is well aware about FlourMills of Nigeria brand and have all the required knowledge about it, it will lead to higher level of satisfaction about that brand and increase the performance of distributors in Flour Mills of Nigeria PLC.

HO1: There is no significant effect of perceived product quality on the performance of distributors in Flour Mills of Nigeria PLC
Regression on the effect of perceived product quality on the performance of distributors in Flour Mills of Nigeria PLC

Table 4.4.1 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.697[a]	.485	.482	1.58947	.485	168.819	1	179	.000

a. Predictors: (Constant), perceived product quality

Table 4.4.2 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	23.745	1.106		21.461	.000
	Perceived product quality	.519	.040	.697	12.993	.000

a. Dependent Variable: PERFORMANCE OF DISTRIBUTORS

Results of Multiple Regression statistics in table 4.4.1 above revealed that there is significant effect of product Quality on performance of distributors in Flour Mills of Nigeria PLC. Reasons being that the computed P value of 0.000 is lower than the 0.05 alpha level of significance and computed F value of 168.819 is higher than the 3.000 F critical. it was also revealed that the computed R value of 0.697, R^2 of 0.485 and Adjusted R^2 of 0.482 is each higher than the 0.4000 standard R implying that the effect of product quality on performance of distributors in FlourMills of Nigeria PLC is very strong

The coefficient statistics in table 4.4.2 also showed that the effect between the dependent variable and the independent variable is very high with a value of 0.697 the coefficient table showed that = a + b * X. Where = performance of distributors in Flour Mills of Nigeria PLC, a = 23.745, b = 1.106 X = 0.519

Therefore, the null hypothesis which state that product quality has no significant effect on the performance of distributors in Flour Mills of Nigeria PLC, is hereby rejected.

HO2: There is no significant effect of Brand awareness on performance of distributors in Flour Mills of Nigeria PLC.

Linear Regression on effect of Brand awareness on the performance of distributors in FlourMills of Nigeria PLC.

Table 4.4.3 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.790[a]	.624	.622	1.35921	.624	296.645	1	179	.000

a. Dependent Variable: PERFORMANCE OF DISTRIBUTORS
a. Predictors: (Constant), Awareness

Table 4.4.4 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.261	.979		21.710	.000
	Awareness	.647	.038	.790	17.223	.000

a. Dependent Variable: PERFORMANCE OF DISTRIBUTORS

Results of Multiple Regression statistics in table 4.4.3 above revealed that there is significant effect of Brand awareness on performance of distributors in FlourMills of Nigeria PLC. Reasons being that the computed P value of 0.001 is lower than the 0.05 alpha level of significance and computed F value of 296.645 is higher than the 3.000 F critical. it was also revealed that the computed R value of 0.790, R square of 0.624 and Adjusted R square of 0.622 is each higher than the 0.4000 standard R implying that the effect of Brand awareness on performance of distributors is very strong.

The Coefficient statistics in table 4.4.4showed that both the Tolerance values and the VIF value are high with value of 0.790 which further shows that brand awareness has high effect on the performance of distributors in Flour Mills of Nigeria PLC.

Therefore, the null hypothesis which state that Brand awareness has no significant effect on the performance of distributors in FlourMills of Nigeria PLC, is hereby rejected.

HO3: There is no significant effect of brand association on performance of distributors in FlourMills of Nigeria PLC.

Linear regression on the effect of Brand association on performance of distributors in FlourMills of Nigeria PLC.

Table 4.4.5 Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.649[a]	.422	.418	1.68498	.422	130.502	1	179	.000

a. Predictors: (Constant), BrandAssociation

Table 4.4.6 Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.591	.923		29.891	.000
	Brand Association	.436	.038	.649	11.424	.000

a. Dependent Variable: Performance

Results of Multiple Regression statistics in table 4.4.5 above revealed that Brand association has significant effect on performance of distributors in FlourMills of Nigeria PLC.Reasons being that the computed P value of 0.001 is lower than the 0.05 alpha level of significance and computed F value of 130.502 is higher than the 3.000 F critical. it was also revealed that the computed R value of 0. 649, R square of 0.422 and Adjusted R square of 0.418 is each higher than the 0.4000 standard R implying that the effect of Brand association onperformance of distributors in FlourMills of Nigeria PLC is very strong

The Coefficients statistics in table 4.4.6 showed that both the Tolerance values and the VIF value are high which further shows that brand association has high effect on the performance of distributors inFlourMills of Nigeria PLC. Consequently, the null hypothesis which state that brand association has no significant effect on profitability of FlourMills of Nigeria PLC, is hereby rejected.

Regression

Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	Awareness[b]	.	Enter

a. Dependent Variable: PERFORMANCE
b. All requested variables entered.

Model Summary

Mode l	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.790[a]	.624	.622	1.35921	.624	296.64 5	1	179	.000

a. Predictors: (Constant), Awareness

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	548.036	1	548.036	296.645	.000[b]
	Residual	330.693	179	1.847		
	Total	878.729	180			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), Awareness

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	21.261	.979		21.710	.000
	Awareness	.647	.038	.790	17.223	.000

a. Dependent Variable: PERFORMANCE

Regression
Variables Entered/Removed

Model	Variables Entered	Variables Removed	Method
1	BrandAssociati on[b]	.	Enter

a. Dependent Variable: PERFORMANCE
b. All requested variables entered.

Model Summary

Model	R	R Square	Adjuste d R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Chang e	df1	df2	Sig. F Change
1	.649[a]	.422	.418	1.68498	.422	130.50 2	1	179	.000

a. Predictors: (Constant), Brand Association

ANOVA[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	370.518	1	370.518	130.502	.000[b]
	Residual	508.212	179	2.839		
	Total	878.729	180			

a. Dependent Variable: PERFORMANCE
b. Predictors: (Constant), Brand Association

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	27.591	.923		29.891	.000
	BrandAssociation	.436	.038	.649	11.424	.000

a. Dependent Variable: PERFORMANCE

Conclusion and recommendations

The Perceive product quality has significant positive effect on the performance of distributors in Flour Mills of Nigeria PLC. Especially as Perceive quality of Flour Mills of Nigeria PLC products encourages customers brand preferences and influence market share of the company and Perceive quality of the company products leads to increase in market share of Flour Mills of Nigeria PLC.

Brand awareness has significant positive effect on the performance of distributors in Flour Mills of Nigeria PLC especially as it is highly believed that the company marketing activities influence customer choice of Flour Mills of Nigeria PLC product and the degree of brand knowledge on the company product influence brand patronage.

Brand association has significant positive effect on the performance of distributors in Flour Mills of Nigeria PLC especially as it is highly believed that the company's product brand is your strategic assets and the company's promotional activities influences acceptance of Flour Mills of Nigeria PLC product.

Brand loyalty result into significant positive effect on the performance of distributors in Flour Mills of Nigeria PLC, especially as it is highly agreed that Products brand loyalty result to brand equity and also customer's satisfaction leads to mouth to mouth communication with other users of Flour Mills of Nigeria PLC product.

Generally, the level of performance of distributors in Flour Mills of Nigeria PLC is greatly influenced by factors such as Product's brand acceptance and the product perceive quality influences increase to market share of the company which as a result increase patronage and performance of distributors in Flour Mills of Nigeria PLC. Based on the findings of this study, we suggest the following measures:

A significant positive effect of Perceived Product Quality on performance of distributors in Flour Mills of Nigeria PLC. It is recommended that the product should carry the requisite quality measures such as the recipe and basic instruction on how to use the product for maximum satisfaction in other to create confidence in the mind of distributors, all this should be translated into the three major Nigeria languages rather than using English language only. This will further increase patronage and performance of distributors in Flour Mills of Nigeria PLC.

ii. The result of the finding of this study show that there is significant positive effect of Brand awareness on the performance of distributors in Flour Mills of Nigeria PLC. It is recommended that the company should increase the intensity of creating awareness of the activities of Flour Mills of Nigeria PLC on radio, television and development of internet blogs and sponsoring of social event, this will further create more awareness and improve the performance of distributors in Flour Mills Nigeria PLC

iii. The study found a significant positive effect of brand association on the performance of distributors in Flour Mills of Nigeria PLC. It is recommended that customers continuous positive perception should be sustained through incentives such as promotions and giving of gifts such as trucks, cash, aprons, and so on, to dedicated customers, maintaining consistence quality of the product and ensure delivery at the right time. This will make customers to have confidence whenever the need arises to buy Flour Mills of Nigeria PLC brand, this will increase positive association and performance of distributors in Flour Mills of Nigeria PLC.

iv. The study found a significant positive effect of Brand loyalty on the performance of distributors in Flour Mills of Nigeria PLC. It is recommended that customers satisfaction at all times should be guaranteed through measures such as quantity and quality increase, effective distribution channels and affordability, effective inter personal relationship between the organizational staff and customers. This will ensure continuous patronage leading to mouth to mouth communication with other prospective users thereby increase performance of distributors in Flour Mills of Nigeria PLC.

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