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EXPLORING THE DYNAMICS OF UMBRELLA BRAND AND HOUSE OF BRAND STRATEGIES ON ORGANIZATIONAL PERFORMANCE: A COMPARATIVE ANALYSIS

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Abstract

Manuscript type: Quantitative paper

Research Aims: *This study examines the impact of Umbrella Brand and House of Brand dimensions— brand awareness, customer trust, brand messaging, and brand decision—on organizational performance.*

Design/methodology/approach: *Data were collected from 109 marketing managers and representatives of Coca-Cola in Ido, Lagos Mainland. The data were analyzed using descriptive and inferential statistics with IBM SPSS version 27.*

Research Findings: *The results show that brand awareness significantly predicts organizational performance ($F(1, 99) = 302.14$, $R^2 = 0.46$, $p < .05$). Customer trust ($F(1, 99) = 102.24$, $R^2 = 0.46$), brand messaging ($F(1, 99) = 88.15$, $R^2 = 0.38$), and brand decision ($F(1, 99) = 78.01$, $R^2 = 0.27$) also have significant effects. An additional analysis confirmed brand decision as a strong predictor ($F(1, 99) = 110.01$, $R^2 = 0.48$, $p < .05$).*

Theoretical Contribution/Originality: *This study adds to branding literature by empirically demonstrating how brand strategy dimensions influence organizational performance.*

Practitioner/Policy Implication: *Firms are encouraged to strengthen branding strategy components— awareness, trust, messaging, and decision-making—to enhance performance outcomes.*

Research limitation/Implications: *The study is limited to a single company and region. Broader studies are recommended to validate generalizability across industries and locations.*

Keywords: House of Brand, umbrella brand, customer loyalty brand awareness, brand messaging

INTRODUCTION

In the fields of marketing and business, companies continuously seek innovative strategies to gain a competitive advantage and create a lasting impression on customers. The dynamic nature of the business

environment often results in organizations adopting new brand names, frequently reported in the media through cases of mergers, acquisitions, and ownership changes. However, changing a corporate brand name can lead to the loss of the values associated with the previous name in a very short time,

potentially undermining years of brand equity and damaging the brand's market position (Muzellec & Lambkin, 2009).

Another significant challenge in branding strategies is aligning brand identity with the company's core mission and vision. Misalignment can occur when branding becomes overly aspirational or disconnected from the everyday experiences of employees and customers. Moreover, understanding and adapting to evolving customer needs remains a critical organizational challenge. Companies must continuously monitor market trends, consumer preferences, and competitor strategies to remain relevant and competitive.

Although various studies have explored strategic branding approaches (Saxena, 2013; Kipyego, 2014; Morira, 2019; Al-Tayyar et al., 2020; Aminu & Aliyu, 2024), limited attention has been given to House of Brand and Umbrella Brand strategies within the Nigerian business context. This knowledge gap is the focus of the present study.

House of Brand and Umbrella Brand strategies are widely recognized due to their extensive application in brand management. These strategies offer businesses different pathways to manage brand portfolios, each presenting distinct opportunities and challenges (Aljumaha et al., 2023). The way companies' structure and present their brand portfolios,

guided by these strategies, significantly influences consumer perceptions and purchasing decisions.

Building on this background, the present study investigates the impact of Umbrella Brand and House of Brand strategies on organizational performance.

LITERATURE REVIEW

Conceptual Clarification

Umbrella Branding

Umbrella branding is a marketing strategy that connects a range of similar products under a single brand name, logo, and overall identity. This approach not only reduces marketing costs but also establishes a consistent brand image. Umbrella branding encompasses various aspects of brand management, including brand architecture, brand positioning, and the marketing mix. Brand architecture defines the relationship between the subordinate individual brands, while brand positioning explains how the umbrella brand achieves its market stance (Alemu & Zewdie, 2022). The marketing mix involves product, price, place, and promotion, whereas brand management focuses on brand goals and principles.

Umbrella branding differs from family branding, which applies a single brand name to a group of products that may not share similar features or functions. The effectiveness of umbrella branding depends on the similarity

of products, the reputation of the brand, and the market context. It is most effective for companies with strong brand equity and is well-suited for related products (Vaja, 2022; Miyoung & Kubickova, 2021).

Concept of House of Brand Strategy

A house of brand strategy, also known as a branded house strategy, involves building multiple individual brands around a dominant parent brand. This strategy offers organizations flexibility to expand their product range by allowing diverse products to be marketed under separate brand names within the overall portfolio. The objective is to leverage the success and growth of individual brands to enhance the equity and reputation of the core brand. Companies with established brands that aim to maintain consistent brand identity and image often adopt this strategy when entering new product categories (Amelia, 2023).

Concept of Brand Awareness

Brand awareness refers to consumers' familiarity with a product or service. For low-involvement products, such as soap, this familiarity can significantly influence purchasing decisions (Mar'atus & Amelia, 2023). In market research, recognized brand names can impact product evaluations, even if the product has never been previously purchased or used. Awareness of a brand signals presence, reliability, and substance,

qualities that are important for both industrial buyers of expensive items and consumers of durable goods (Fikri & Indayani, 2023).

High brand recognition is a valuable asset that strengthens over time with increased exposure and experience. As a result, new brands, despite large advertising budgets and advantages, may struggle to enter consumers' memories (Peilin et al., 2023).

Brand awareness is the extent to which consumers recognize and differentiate a brand from its competitors. Building strong brand awareness is a powerful marketing tool that fosters positive consumer relationships, creates valuable brand equity, and enhances consumer trust. Strong brand recognition increases the likelihood of repeat purchases and word-of-mouth referrals. Strategies to build brand awareness include creating a recognizable brand, telling compelling brand stories, offering value beyond products, leveraging social media and partnerships, investing in advertising campaigns, and developing innovative awareness initiatives through events or unique marketing campaigns (Farhina et al., 2023; Kateryna et al., 2023).

Concept Brand Message

Brand messaging refers to the strategic process of crafting a narrative that effectively communicates a company's core values to a

specific audience. It encompasses more than advertising slogans and taglines, serving as a medium through which a brand conveys its distinct positioning, personality, and value proposition. A well-developed brand message resonates with customers on an emotional level, fostering relationships that extend beyond transactional, business-to-business interactions (Vaja, 2022; Odabasoglu et al., 2022; Diana et al., 2023).

One of the primary objectives of brand messaging is to cultivate meaningful connections with customers. In an environment saturated with advertising, brands that succeed in establishing authentic relationships differentiate themselves from competitors. A compelling brand message addresses the needs, desires, and aspirations of its target audience, thereby creating a sense of connection and belonging (Volpe, 2023; Shaban, 2023). Effective messaging appeals not only to the functional benefits of a product but also to the deeper emotions and values that influence consumer behavior. By aligning brand values with those of the audience, companies can build a loyal customer base that actively advocates for the brand.

Brand messaging plays a critical role in fostering brand loyalty. Emotional connections formed through relatable and authentic messages often surpass rational decision-making, prompting customers to choose the brand repeatedly despite competing alternatives. This

emotional bond cultivates loyalty and long-term commitment (Jing et al., 2023).

Beyond consumer relationships, effective brand messaging contributes to overall business success. A clear and compelling brand message can unify employees around the company's mission and core values. It influences company culture, guiding decision-making processes, and motivates staff to provide remarkable customer experiences that encapsulate the spirit of the brand (Clara, 2023; Oliveira et al., 2023). These internal alignments ensure that the brand's essence is consistently reflected in every customer interaction, strengthening the brand's identity and market presence.

Furthermore, a strong brand message enhances brand equity, positioning the company as an industry leader and enabling it to command premium pricing. It attracts talented individuals, strategic partners, and investors who are aligned with the brand's vision and growth potential. In the long term, a well-defined brand message supports business profitability and sustainability, providing a competitive advantage in a crowded marketplace (Raj, 2018; Tiwari & Chaturvedi, 2023; Gulati et al., 2023; Gurgu & Kuleto, 2023).

Concept of Consumer Trust

Consumer trust forms the foundation of mutually beneficial relationships between

organizations and their customers (Pernanda et al., 2023; Mtange, 2023; Choudhary & Sahu, 2023). It encompasses integrity, reliability, and transparency, functioning as the currency of modern commerce that extends beyond mere financial transactions. In an era where information and alternatives are abundant, nurturing and maintaining consumer trust has become a strategic priority across industries.

At its core, consumer trust reflects the belief and confidence customers place in a brand, product, or service. This trust is cultivated through a combination of consistent quality, ethical business practices, transparent communication, and satisfying customer experiences. Once established, trust fosters loyalty, advocacy, and long-term relationships, strengthening a firm's competitive advantage and supporting sustainable growth.

The digital age has amplified both the value and fragility of consumer trust. With unprecedented access to information, consumers can easily research companies, compare products, and share their opinions widely. Cardoso et al. (2022) and Wang et al. (2022) emphasize that companies must navigate the constant scrutiny of an informed and discerning customer base, where even minor missteps can severely damage a brand's reputation through social media.

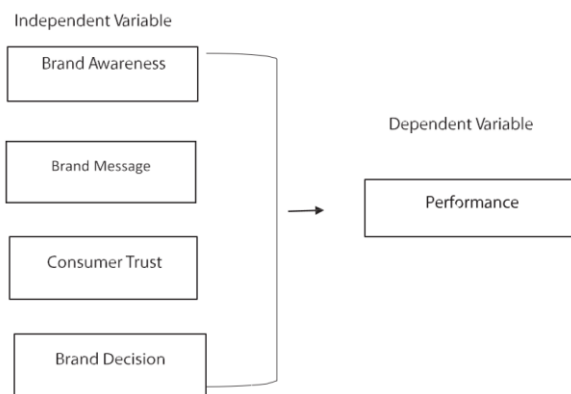
Delivering consistent value and quality remains a primary driver of consumer trust. Customers expect products and services to meet or exceed their expectations reliably (Pezzuti et al., 2021; Guo, 2020; Benitez et al., 2020). Brands that prioritize quality control, innovation, and responsiveness to customer feedback not only fulfill these expectations but also deepen customer loyalty.

Ethical business conduct is another critical pillar. In a marketplace increasingly attuned to corporate social responsibility, consumers are drawn to companies that demonstrate honesty, dependability, and a commitment to ethical practices (Tseng et al., 2022; Żywiołek et al., 2022; Singh et al., 2021). Activities such as fair labor practices, environmental sustainability, community engagement, and philanthropy enhance a company's credibility and appeal to socially conscious consumers.

Transparency further reinforces trust. Open and honest communication about product ingredients, pricing, policies, and data usage fosters a trustworthy relationship between brands and consumers. Establishing a culture of transparency through proactive information sharing, genuine dialogue, and effective problem-solving strengthens emotional connections and customer confidence.

Personalized engagement also plays a vital role. In an increasingly impersonal digital

environment, delivering meaningful and unique experiences helps build consumer trust. By leveraging data analytics and customer insights, companies can tailor services, recommendations, and interactions to individual preferences and needs.



Source: Authors Conceptual Framework, 2024

Figure 1. Conceptual Framework

Initiatives such as customized offers, loyalty programs, responsive customer support, and seamless omnichannel experiences demonstrate a brand's commitment to customer-centricity.

Data security and privacy protection have become non-negotiable in building trust. With the widespread collection of personal data through digital transactions, businesses bear the responsibility of safeguarding sensitive information against breaches, unauthorized access, and misuse (Tanveer et al., 2021; Mansouri et al., 2022; Yuana & Sutarso, 2020). Implementing robust cybersecurity measures, complying with regulatory standards, and maintaining transparency in data handling practices reassure customers about the safety of their personal information,

further reinforcing trust and loyalty (Riza & Santoso, 2023; Chen et al., 2022).

In today's interconnected economy, consumer trust is central to successful business transactions. It influences purchasing decisions, brand loyalty, and customer preferences amidst an increasingly complex and competitive marketplace. Companies that prioritize quality, ethics, transparency, personalization, and data security are better positioned to cultivate lasting relationships, earning reputations for reliability and integrity (Mohammad et al., 2021; Zou et al., 2023).

Looking ahead, embracing trust as a strategic objective will enable organizations to unlock enduring relationships, unwavering customer loyalty, and shared success. This requires authentic engagement and ethical stewardship in a constantly evolving market landscape (Fadilah, 2023; Sarmawa & Sugianingrat, 2022).

Concept Brand Decision-Making

In today's competitive market, where consumers are inundated with choices, brand decision-making has become a critical aspect of marketing strategies. Brands are no longer perceived merely as products; they represent promises, values, and attitudes that resonate with consumers. For businesses aiming to establish a distinct identity and foster long-term relationships with their target audience, understanding the intricacies of brand

decision-making is essential (Jain, 2023; Wardhana et al., 2023; Mustafa et al., 2023).

At the core of brand decision-making lies consumer behavior, which is shaped by a complex interplay of psychological, social, and cultural factors. Faced with an overwhelming array of options, consumers often rely on heuristics—mental shortcuts that simplify the decision-making process. Companies strategically leverage emotions, trust, and storytelling to influence these heuristics and guide consumer choices.

A fundamental element of brand decision-making is brand perception. Consumers' purchase intentions and choices are significantly influenced by how they perceive a brand. This perception is formed through various touchpoints, including advertising, word-of-mouth, and personal experiences. A brand's reputation, perceived quality, and alignment with consumer values play a crucial role in shaping consumer attitudes and fostering brand loyalty (Safeer et al., 2021; Jayasingh & Wright, 2019; Jain et al., 2018; Rihayana et al., 2022; Širola & Sudac, 2021; Rath'an Al Raggada, 2023).

Equally important are brand positioning and identity. A well-defined brand identity clearly communicates what the brand stands for and why it matters. Effective positioning enables

brands to differentiate themselves in a crowded marketplace and secure a unique place in consumers' minds. To achieve this, brands must align their positioning with the needs and preferences of their target audience, whether through innovation, quality, or affordability (Dressler & Paunovic, 2021; Semenova, 2023; Koch & Gyrd-Jone, 2019; Ebrahim, 2019).

Marketing strategies also exert a significant influence on brand decision-making. Companies employ a variety of approaches, from traditional advertising to digital marketing, to attract and engage consumers. In particular, social media platforms have transformed brand communication by facilitating authentic storytelling and enabling direct interaction with customers.

A key outcome of effective brand decision-making is the cultivation of brand loyalty. Establishing strong emotional connections with consumers encourages repeat purchases and long-term commitment. Brands that prioritize personalized experiences, transparent communication, and customer satisfaction are more likely to develop loyal advocates who endorse their products and services.

Understanding the competitive landscape is equally critical in the brand decision-making process. Brands operate in dynamic market environments characterized by disruptive innovations, rapid technological

advancements, and shifting consumer preferences. By staying attuned to these market dynamics, businesses can anticipate changes, adapt their strategies, and maintain relevance in the face of evolving consumer demands (Mishra et al., 2022; Vaja, 2022).

In essence, brand decision-making is a multifaceted process influenced by consumer behavior, brand perception, positioning, marketing strategies, and competitive dynamics. A comprehensive understanding of these interconnected factors enables businesses to navigate market complexities effectively and build meaningful relationships with their audience (Sabog et al., 2023; Soedargo, 2023; Rusmiyati & Hartono, 2022). Ultimately, successful brand decision-making hinges on fostering trust, aligning brand values with consumer aspirations, and delivering memorable experiences that resonate beyond the point of purchase (Cardoso et al., 2022).

Concept of Brand Innovation

Brand innovation is a critical factor in maintaining competitiveness and relevance in the market. It involves developing and implementing new ideas, products, or services to meet evolving consumer needs and differentiate a company from its competitors. According to Kantar, successful brand innovation is essential for achieving growth and ensuring survival in today's business environment (Kantar, 2023; Ramadhani &

Mujayana, 2022). However, not all innovation strategies are suitable for every brand. To remain competitive, businesses must continuously adopt innovation tailored to their unique context.

Brand innovation also encompasses how products and services are presented, ensuring customers can recognize, remember, and choose them over competing alternatives. Forbes highlights the importance of brand innovation in driving continuous progress and maintaining market leadership. Effective brand innovation can attract new customers, retain existing ones, enhance brand awareness, and establish differentiation from competitors. Consequently, brand innovation is a multifaceted process that demands creativity, data-driven decision-making, and a deep understanding of consumer behavior and market dynamics (Qiong et al., 2019).

Concept of Customer Loyalty

Customer loyalty refers to the consistent preference for a company's products or services over those of its competitors. It results from a business consistently meeting or exceeding customer expectations, thereby fostering a strong relationship between the company and its customers. Loyal customers are less influenced by price fluctuations or availability issues and are often willing to pay a premium to maintain the quality and service they expect (Obafemi et al., 2022).

Customer loyalty is crucial because acquiring new customers is costly, often requiring a retention period of 12 to 18 months to break even on acquisition expenses. Loyal customers not only spend more over time but are also more likely to provide positive reviews, engage on social media, and recommend the brand to others, thereby enhancing the brand's reputation. To build and maintain loyalty, businesses must consistently exceed customer expectations, offer personalized recommendations, and provide timely promotions and support.

Influence on Organizational Performance

Both umbrella branding and house-of-brand strategies can significantly influence business growth through various mechanisms. Successful implementation of these strategies often leads to increased market share, enhanced brand recognition, and stronger customer loyalty. Several key factors contribute to this success.

First, brand positioning plays a critical role. Clearly defining the positioning of either the umbrella brand or individual sub-brands within the market enables companies to effectively target the right audience segments and differentiate their products from competitors (Fawzi & Hindarto, 2023). Precise positioning ensures that consumers understand the unique value proposition offered by the brand, fostering stronger brand association and recall.

Second, brand architecture serves as an essential structural element that defines the relationship between the umbrella brand and its sub-brands. A well-designed brand architecture provides clarity to consumers by guiding them through the product portfolio, facilitating better comprehension of the brand hierarchy, and enhancing overall brand equity.

Third, brand management is indispensable for maintaining a consistent and compelling brand image across all product lines. Effective brand management involves continuously monitoring market trends, competitor activities, and shifts in consumer behavior to ensure the brand remains relevant and aligned with customer expectations.

Lastly, the marketing mix, encompassing product, price, promotion, and place, is fundamental to driving sales and amplifying brand awareness. A strategically crafted marketing mix highlights the unique features of the products, reinforces brand identity, and ensures cohesive messaging across all marketing channels, thereby supporting sustained business performance.

Marketing Generated Content Enhances Branding

Marketing-generated content plays a pivotal role in brand strategy due to its ability to enhance brand awareness, build trust, and foster

engagement with the target audience. By producing meaningful, relevant, and engaging content, brands can strengthen customer relationships, increase visibility, and position themselves as thought leaders within their industry. Research indicates that word-of-mouth marketing driven by content sharing generates five times more sales than paid media impressions (Huma & Shanthi, 2023).

Content marketing serves as a fundamental component of a brand's overall strategy. It contributes to the establishment of a strong brand identity, the attraction of new customers, and the satisfaction of existing ones. A robust brand identity, in turn, supports a company's capacity to acquire new customers and retain a loyal customer base (Albi et al., 2023; Abdulvahap, 2023; Larasati & Bintoro, 2023).

Content strategy refers to the continuous process of translating business objectives into a structured plan that leverages content as a vehicle for achieving those goals. By developing a coherent content strategy, businesses can ensure the production of high-quality content that aligns with their brand voice, product messaging, and target audience (Khan, 2023; Sang, 2023).

This strategic approach is essential for driving business outcomes, such as increasing organic traffic and generating leads through content. Disney's content strategy, for instance, serves as a model for businesses seeking to engage

audiences through compelling storytelling, consistent messaging, and effective use of available marketing channels (Rand Al Dmour et al., 2023). By adhering to these principles, firms can create impactful content that resonates with their target audience and fosters brand loyalty, even when operating with limited resources (Chandan et al., 2023; Wickramasinghe, 2023; Muhammad et al., 2023; Rana & Shivani, 2023).

In conclusion, marketing-generated content makes a significant contribution to brand strategy by enhancing brand awareness, fostering trust and credibility, and cultivating strong relationships with the target audience. Through the development of a comprehensive content strategy and a focus on creating valuable, relevant, and engaging content, businesses can establish a distinct brand identity, attract new customers, and nurture existing ones (Jubaer et al., 2023; Singh, 2023; Liu & Kong, 2023; Ukpabi & Karjaluoto, 2018).

Brands and Strategy

Companies with strong brands are often perceived as attractive acquisition targets and experience increased stock market valuation (Yang & Gong, 2022; Zulfikar, 2022). Brands are also recognized as intangible assets on a company's balance sheet. Branding functions as a symbol of quality and value, assisting consumers in differentiating between products and making informed purchasing

decisions (Maha-rani & Hidayat, 2023; Zhao et al., 2022).

By developing a diverse portfolio of brands to cater to specific market segments, companies can capitalize on evolving consumer preferences. From a marketing perspective, brands empower both producers and retailers to target distinct customer groups with tailored product offerings. Creating multiple brands enables businesses to isolate issues related to individual products, manage less profitable brands, and strategically position their overall portfolio (Akhilesh et al., 2023; Pallant et al., 2020).

Market Focus

Market focus is a critical concept underpinning strategic decision-making, competitive advantage, and sustainable growth. It involves the deliberate allocation of efforts, resources, and capabilities towards understanding and serving specific market niches or customer groups (Mandal, 2020; Somchai et al., 2023). This section discusses the significance of market focus, its influence on organizational strategy, and key methods for achieving market-centric excellence.

Adopting a market focus enables organizations to align their products, competencies, and initiatives with the unique needs, preferences, and expectations of targeted consumer segments. Unlike a one-size-fits-all approach, a market-focused

strategy requires a deep understanding of demographic profiles, psychographic characteristics, purchasing behaviors, and emerging trends within the chosen market segments.

By comprehending the fundamental forces and patterns driving consumer behavior, companies can tailor their experiences, messaging, and value propositions to better connect with their audience. Furthermore, a market-focused approach allows firms to deploy resources strategically, thereby maximizing impact and return on investment. Rather than dispersing resources across multiple markets, companies concentrating on specific segments can optimize financial, human, and technological resources towards initiatives with the highest potential for value creation and differentiation.

Through strategic resource allocation, businesses can enhance operational efficiency and accelerate the achievement of their business objectives. Effective market focus also enables organizations to differentiate themselves in competitive markets by developing products and experiences that resonate deeply with target audiences. This differentiation strengthens brand affiliation and loyalty, achieved through product innovation, superior service delivery, or distinctive branding efforts.

Attaining market focus necessitates a comprehensive strategy that includes thorough market active customer feedback, organizations can refine their strategies and maintain relevance in ever-changing markets.

In contemporary business landscapes, market focus serves as a cornerstone of competitive advantage and strategic excellence. By prioritizing customer understanding, distinctiveness, agility, and strategic resource allocation, organizations can leverage market focus to build enduring relationships with target audiences, drive sustainable growth, and unlock new opportunities. As markets become increasingly competitive and interconnected, market focus remains a guiding principle for achieving business success and market leadership.

Market Share

According to Nazaritehrani and Mashali (2020), market share refers to the proportion of an organization's total sales within a specific period, relative to the overall sales of the industry during the same timeframe. Market share is calculated by dividing an organization's sales over a given period by the total sales of the industry in that period.

$$\text{Market Share} = \frac{\text{Revenue of an organization (time/\#)}}{\text{Revenue of industry (time/\#)}}$$

(Abbood & Isma'eel, 2021; Shaligram, 2022). It is inaccurate to state that umbrella brands have a larger market share than the house of brands or vice versa; rather, an organization's

market shares may vary depending on the kind of items it creates or adopts. Rather, they contend that the organization's operations and product marketing tend to influence the market share. Evidence by (Abasheva et al., 2020), an organization's culture and operational methods affect its market share. However, given that umbrella brands provide consumers with more options, house brands are probably going to have a larger market share than umbrella brands.

The organization's market share will increase if it can achieve customer satisfaction and loyalty since in that scenario, the customer would choose it first when purchasing a certain good and won't consider any other option. (Abasheva et al., 2020) verifies the theory and shows that, whether a company is an umbrella brand or a house of brands, market share is correlated with customer happiness and loyalty. Market share ultimately depends on how satisfied customers are with the company and its offerings (Bhattacharya et al., 2021). This study compares the impact of house brands and umbrella branding on market share, taking into account the previously listed factors.

Review of Empirical Studies

Al-Raggad et al. (2023) examined how organizational market share differs between house of brands and umbrella branding strategies. Their findings indicate that

umbrella branding exerts a greater and more profound impact on market share compared to house of brands.

Kooli (2016) investigated umbrella branding strategies for manufacturers' products and their influence on organizational effectiveness. The study highlighted that behavioral traits are critical predictors of alliance success, particularly in terms of cost efficiencies and service benefits.

Aswathi and Pougajendy (2023) assessed the effect of product branding on sales performance using both primary and secondary data. Their findings revealed that while brand association, sales promotion, and purchasing behavior had limited influence, genetic factors and brand preference played a more significant role in driving sales success.

Ouma and Bett (2016) explored branding as a competitive strategy and its impact on Airtel Kenya's sales performance. The study demonstrated that revenue growth was influenced by factors such as differentiation, customer loyalty, quality image building, brand recognition, and consumer identification.

Yeboah (2016) analyzed the relationship between product branding and sales revenue among listed companies in Ghana. The study concluded that although product branding showed no significant short-term effect on

sales revenue, it had a positive long-term impact.

Adegbuyi et al. (2015) examined the strategic role of branding in enhancing sales performance of manufacturing companies. The findings underscored the importance of product branding in efforts to increase sales and market competitiveness.

Brand Portfolio Management Theory

The Brand Portfolio Management Theory offers a strategic framework for managing an organization's entire collection of brands, encompassing master brands, endorsers, sub-brands, differentiators, co-brands, branded energizers, and corporate brands. It defines the structure, roles, and interrelationships among portfolio brands to create synergy, leverage brand equity, and maintain clarity.

Within this framework, two prominent approaches are the Umbrella Brand Strategy and the House of Brands Strategy. Umbrella branding, also known as family branding, involves using a single brand name to market multiple related products. This approach consolidates product lines under one corporate identity, simplifying consumer recognition and enhancing market appeal.

Conversely, the House of Brands Strategy establishes a hierarchical structure, positioning a master brand at the top with distinct sub-

brands beneath it. This strategy allows companies to leverage the master brand's reputation while offering diversified products targeted at different consumer segments.

RESEARCH METHOD

Design and participants

This study employed a descriptive survey design, utilizing a structured questionnaire for data collection. The sample comprised 109 respondents from Coca-Cola Nigeria. The

decision to focus on a single organization was necessitated by the socio-political context during the data collection period. Widespread protests and public agitations against government policies severely limited the operational capacity of many organizations. Consequently, Coca-Cola Nigeria was among the few companies that remained accessible for research purposes.

Table 1. Simple linear regression showing the predictive role of brand awareness on House

Brand Strategy								
Predictor variable	B	SE	β	t	R	R ²	F	P
(Constant)	0.78	0.09	-	7.99	0.68	0.46	302.14*	0.00
Brand Awareness	0.83	0.02	0.96	35.76*				<0.05

The limited sample size is acknowledged as a constraint, particularly in terms of generalizing the findings to other organizations. Future studies are encouraged to address this methodological limitation by expanding the sample scope and incorporating multiple organizations.

Measures

Data were gathered through a structured questionnaire divided into five sections: socio-demographic factors, brand awareness, brand message, consumer trust, and brand decision. The socio-demographic section captured respondents' profiles, including age, gender, years of experience, and religion.

Brand awareness was measured using a five-item scale, rated on a five-point Likert scale ranging from 1 (strongly disagree) to 5 (strongly agree). A sample item includes, "I am much aware of the brand of my organization." The scale demonstrated a reliability coefficient of 0.76. Its validity was assessed through face and content validation by marketing scholars and experts.

Brand message was also assessed using a five-item scale, with responses rated on a five-point Likert scale from 1 (strongly disagree) to 5 (strongly agree). A sample item reads, "I am much aware of the message of my organization's brand." The reliability coefficient for this scale was 0.75, with face and content validity confirmed by subject-matter experts.

Consumer trust was evaluated through a five-item scale, similarly scored on a five-point Likert scale. An example statement is, “I trust my organization’s brand.” The scale yielded a reliability coefficient of 0.81 and underwent face and content validation by marketing experts.

Brand decision was measured using a five-item scale rated on a five-point Likert scale. A representative item is, “It is easy for me to decide on my organization’s brand.” This scale recorded a reliability coefficient of 0.77, with face and content validity established by experts in the field.

Statistical analysis

Data analysis employed both descriptive and inferential statistical techniques. Descriptive statistics were used to summarize socio-demographic characteristics, while inferential statistics, specifically multiple regression analysis, were applied to test the study’s hypotheses. Data were analyzed using IBM SPSS version 27.

Prior to hypothesis testing, preliminary analyses were conducted to examine missing data, normality, and multicollinearity assumptions. All diagnostic checks met the acceptable thresholds recommended in existing scholarly literature.

RESULTS

Hypothesis 1: There will be a significant pre- dictive impact of Brand Awareness on Or- ganizational Performance

Table 1 revealed that there was a significant prediction of brand awareness on organization- al performance $F(1, 99) = 302.14$, $R^2 = 0.46$; $p < .05$). The $R^2 = 0.46$ indicates that the inde- pendent variables (brand awareness) explained 46% variation in the dependent variable (organ- izational performance). The hypothesis which stated that there will significant predictive im- pact of brand awareness on Organizational Performance was accepted.

Table 2. Simple linear regression showing the predictive role of customer trust on

organizational performance

Predictor variable	B	SE	β	t	R	R^2	F	P
(Constant)	0.56	0.03	-	4.11	0.43	0.29	102.24*	.00
Customer Trust	0.83	0.01	0.46	12.34*				<.05

Table 3. Simple linear regression showing the predictive role of brand message on

organizational performance

Predictor variable	B	SE	β	t	R	R^2	F	P
(Constant)	0.27	0.10	-	15.11	0.57	0.38	88.15*	0.00
Brand Message	0.83	0.04	0.32	6.32*				<0.05

Table 4. Simple linear regression showing the predictive role of Brand Decision on organizational performance

Predictor variable	B	SE	β	t	R	R ²	F	P
(Constant)	0.16	0.15	-	7.01	0.46	0.27	78.01*	0.00
Brand decision	0.24	0.08	0.14	4.01*				<0.05

Table 5. Simple linear regression showing the predictive role of Umbrella Brand and House of Brand Strategies on Organizational Performance

Predictor variable	B	SE	β	t	R	R ²	F	P
(Constant)	0.20	0.10	-	9.01	0.63	0.48	110.01*	0.00
Umbrella Brand and House of Brand Strategies	0.14	0.06	0.09	6.01*				<0.05

Hypothesis 2: There will be a significant predictive impact of customer trust on Organizational Performance

Table 2 revealed that there was a significant prediction of customer trust on organizational performance $F(1,99) = 102.24$, $R^2 = 0.46$; $p < 0.05$). The $R^2 = 0.29$ indicates that the independent variables (customer trust) explained 29% variation in the dependent variable (organizational performance). The hypothesis which stated that there will significant predictive impact of customer trust on Organizational Performance was accepted.

Hypothesis 3: There will be a significant predictive impact of Brand Message on Organizational Performance

Table 3 revealed that there was a significant prediction of brand awareness on organizational performance $F(1,99) = 88.15$, $R^2 = 0.38$; $p < 0.05$). The $R^2 = 0.38$ indicates that the independent variables (brand message)

explained 38% variation in the dependent variable (organizational performance). The hypothesis which stated that there will significant predictive impact of the brand message on Organizational Performance was accepted.

Hypothesis 4: There will be a significant predictive impact of Brand Decisions on Organizational Performance

Table 4 revealed that there was a significant prediction of brand decision on organizational performance $F(1,99) = 78.01$, $R^2 = 0.27$; $p < 0.05$). The $R^2 = 0.27$ indicates that the independent variables (brand decision) explained 27% variation in dependent variable (organizational performance). The hypothesis which stated that there will significant predictive impact of brand message on organizational performance was accepted.

Hypothesis 5: There will be a significant pre- dictive impact of Umbrella Brand and House of Brand Strategies on Organizational Performance

Table 5 revealed that there was a significant prediction of the brand decision on organizational performance $F(1, 99) = 110.01$, $R^2 = 0.48$; $p < .05$). The $R^2 = 0.48$ indicates that the independent variables (Umbrella Brand and House of Brand Strategies) explained 48% variation in the dependent variable (organizational performance). The hypothesis which stated that there will significant predictive impact of umbrella brand and house of brand strategies on organizational performance was accepted.

DISCUSSION

This study examined the influence of Umbrella Brand and House of Brand strategies, specifically brand awareness, customer trust, brand message, and brand decision, on organizational performance.

The first hypothesis established that brand awareness significantly predicts organizational performance. This finding aligns with previous research demonstrating the vital role of brand recognition in enhancing business outcomes.

The second hypothesis confirmed that customer trust has a significant predictive impact on organizational performance. This

result indicates that customer trust is a key driver of organizational success. The finding is consistent with Al-Raggad et al. (2023), who reported that umbrella branding exerts a stronger and deeper influence on market share compared to the house of brands. Similarly, Kooli (2016) found that behavioral characteristics significantly contribute to the success of alliances, particularly in terms of cost and service benefits.

The third hypothesis revealed that brand messages significantly predict organizational performance, suggesting that effective brand communication positively influences business performance. This result is supported by Adesanya et al. (2024), who found that branding has a notable effect on the organizational performance of International Breweries in Nigeria. Furthermore, Aswathi and Pougajendy (2023) reported that genetic influence and brand preference exert a greater impact on sales performance, whereas brand association, sales promotion, and buying behavior have a comparatively lesser effect.

The fourth hypothesis established that brand decisions significantly predict organizational performance. This finding underscores the importance of strategic brand decisions in driving business success. The result corresponds with Ouma and Bett (2016), who identified differences in customer loyalty, quality image building, recognition, and

identity as influential factors in revenue growth. Additionally, Yeboah (2016) observed that while product branding may not have an immediate effect on sales revenue, it yields positive long-term benefits.

The fifth hypothesis confirmed that Umbrella Brand and House of Brand strategies significantly impact organizational performance. This result highlights the strategic importance of brand architecture in business performance. The finding is in line with Adegbuyi et al. (2015), who emphasized the role of product branding in enhancing manufacturing companies' sales efforts. Similarly, Adesanya et al. (2024) reaffirmed that branding has a significant influence on the organizational performance of International Breweries in Nigeria.

IMPLICATIONS

This study contributes to the body of knowledge by examining how the dimensions of Umbrella Brand and House of Brand strategies, specifically brand awareness, customer trust, brand message, and brand decision, influence organizational performance. The findings suggest that these elements of brand strategy play a critical role in enhancing business outcomes.

For practitioners, the results imply that management should prioritize strategies aimed at increasing brand awareness, such as targeted advertising campaigns to improve product and

service visibility. Crafting compelling brand messages is also essential, as they can foster customer trust and influence purchasing decisions. Additionally, organizations should implement clear and customer-centric brand decision processes to facilitate consumer choice and enhance brand engagement.

Furthermore, the study demonstrates that a well-structured combination of Umbrella Brand and House of Brand strategies can significantly improve organizational performance. By leveraging the equity and reputation of a strong central brand, companies can diversify product portfolios, enter new markets, and build lasting customer relationships. These strategies hold considerable potential for driving business expansion and long-term success.

CONCLUSION

The study concludes that Umbrella and House of Brand strategies should be considered top-ranking strategies for organizations seeking to outperform competitors. Brand awareness, customer trust, brand message, and brand decision each play a significant role in enhancing organizational performance.

Limitations and Suggestions for Further Studies

Despite the significant contributions of this study to the existing literature, it has some limitations. The first limitation is the focus on a single organization, which restricts the sample size and limits the generalizability of

the results. Future studies should include multiple organizations to increase the sample size and improve the robustness of the findings. Additionally, this study relied on self-report measures, which are susceptible to social desirability bias. Future research could incorporate more objective measures, such as supervisor ratings and employee evaluations. Moreover, the exclusive use of surveys may introduce subjective bias. It is recommended that future studies employ qualitative methods such as interviews and focus group discussions. These approaches would further enrich the understanding of Umbrella and House of Brand strategies and their impact on organizational performance.

Conflict of Interest Statement

The authors have no conflicts of interest to declare.

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