

Ecole Des Hautes Etudes Commerciales d'Alger
EHEC

**Thesis Submitted in partial Fulfillment
Of the Requirements for a Master's Degree in Commercial
Sciences**

Major: Marketing

**The Impact of Integrating Quality
Management System on an Agri-Food
Industry's Brand Image
Case Study: AGRODIV
“Les Moulins Des Zibans”**

Submitted by:

Ms. Hanane KAHOU

Supervised by:

Dr. Farah RAHAL

Senior Lecturer at EHEC Alger

5th promotion

June 2018

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Dedication

I would proudly like to dedicate this work

To my father

My inspiration for supporting and encouraging me to believe in myself and for his continuous care.

To my mother

A strong and gentle soul who taught me to trust in Allah (SWT), believe in hard work and that so much could be done with little.

To my brother Salah eddine.

To my sisters Nawal, Mouna and Rayane.

To all my family.

TO my friends Mounia, Ilhem, Aicha, Imen, Sarah, Hayet, Zeineb, Nardjes, Amel, Basma, Zahra, Soued, Sarah, Abir, and Lamis.

To my future husband.

To all the people in my life who touch my heart.

Acknowledgments

The realization of this master thesis would not be possible without the collaboration and support of a number of people and institutions, to whom I would like to thank sincerely.

I owe a deep debt of gratitude to our school EHEC for giving us an opportunity to complete this work.

I owe a profound gratitude to my supervisor Dr. Farah RAHAL, who has been always generous during all the research phases.

I am grateful to some people, who worked hard with me to complete the present research particularly the team of the commercial department of AGRODIV “Les Moulins des Zibans” presented by Mr. Tayeb DERRAR, commercial department chief, to everyone who helped me during my internship in the company.

Last but not least, deepest thanks go to all people who took part in making this thesis real.

Abstract:

The brand image is a very important element for customer, because it guides most of his purchasing decisions, especially when he wants to buy food. The customer collects more information about the brands available in order to be able to compare clearly the different products available in the market, and then choose the product which provides more satisfaction. In order to reinforce the brand image companies uses quality as a strategic tool; improving quality has become a companywide effort and TQM has become the sole concern of the whole company.

Total quality management is considered to be an important management philosophy, which supports the organizations to change its culture into a quality and a customer oriented culture.

In this perspective, the current research was undertaken to study the Impact of integrating Quality Management System on the Brand Image, in other words, the role of implementing TQM on the brand image in an agri-food industry.

Keywords: brand image, satisfaction, quality, Total quality management, quality management system.

الملخص

تمثل صورة العلامة التجارية عنصرا مهما بالنسبة للمستهلك لأنها تؤثر على اغلب قراراته الشرائية خاصة فيما يتعلق بالتغذية. يقوم المستهلك بتحصيل كل ما هو متاح عن العلامة التجارية حتى يستطيع المقارنة بين مختلف المنتجات المتوفرة في السوق من ثم اختيار المنتج الأكثر إرضاء بالنسبة إليه. و لتدعيم صورة العلامة تلجأ المؤسسة للجودة كوسيلة إستراتيجية. تحسين جودة المنتجات أصبح الشغل الشاغل للعديد من المؤسسات و إدارة الجودة الشاملة أصبح هو روح كل مؤسسة.

تعتبر إدارة الجودة الشاملة فلسفة إدارية مهمة جدا قادرة على دعم المؤسسة خلال تغيير الثقافة المؤسسية و الثقافة الموجهة للمستهلك.

ومن هذا المنظور، فإن هذا البحث وجد لدراسة دور الجودة الشاملة في تحسين صورة العلامة التجارية أو بعبارة أخرى مدى تأثير دمج نظام إدارة الجودة على صورة العلامة التجارية في الصناعات الغذائية.

الكلمات المفتاحية: صورة العلامة التجارية، إدارة الجودة الشاملة، إرضاء المستهلك، الجودة، نظام إدارة الجودة.

Résumé

L'image de marque est un élément très important pour le consommateur, parce qu'elle influence directement sa décision d'achat, principalement lorsque il s'agit d'un achat des produits alimentaires. Le consommateur cherche toujours plus d'informations sur les marques des produits disponibles pour qu'il puisse comparer tous les produits et décider quel produit lui donne plus de satisfaction.

Le management de la qualité totale est considéré comme une philosophie de management importante, qui soutient les organisations pour changer leur culture en une culture axée sur la qualité et axée sur le client.

Dans cette perspective, la recherche actuelle a été entreprise pour étudier « L'impact de L'intégration d'un Système Management de Qualité sur L'image de Marque », en d'autres termes, le rôle de l'intégration d'un system management de qualité sur l'image de marque.

Mots clés : Image de marque, management de la qualité total , satisfaction, system de management qualité.

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List of abbreviations

TQM	Total quality management
QA	Quality assurance
PDCA	Plan, do, check, act
INS	Inspection
QMS	Quality management system
QSE	Quality, safety and security, environment
IQMS	Integrated quality management system
ISO	International organization for standardization
OHSAS	Occupational health and safety assessment series
BS	British standard

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General introduction

Nowadays, competing environment push the companies to rely on their competence when solving problems related to their external environment so they can meet the customers' needs and expectations, competitors' innovations or macroeconomic changes. This puts a company in a place where using all instruments and means to improve its ability to respond to these environmental changes is mandatory. The company is concerned not only with adjusting its products and services in a competitive market but also its internal systems and processes.

To follow these changes, many companies have adopted the motto "doing right things right" and "continuous improvement" which are considered the main principles of Total Quality Management. TQM is a management philosophy, a systematic assertion of methods within the organizational structure, aimed at reaching excellence in quality and customer satisfaction. Quality is related directly to customers' needs, implementing a successful Total Quality Management Concept will stimulate automatically the employees' interest in continuous improvement of the companies' process.

Moreover, in order to increase a company's market share and guarantee its position in a competitive market, the company must simultaneously create and improve its own brand image, establish brand awareness and assert a strong brand identity by using several strategies among them the integration of quality management system. Brand image is the key driver of brand equity, which refers to consumer's general perception and feeling about a brand and has an influence on consumer behavior.

For marketers, whatever their companies' marketing strategies are, the main purpose of their marketing activities is to influence consumers' perception and attitude toward a brand, establish the brand image in consumers' mind, and stimulate consumers' actual purchasing behavior of the brand, therefore increasing sales, maximizing the market share and developing brand equity.

The concept "brand image" has drawn significant attention from academics and practitioners since it was put forward, because it played an important role in marketing activities. Although brand image was recognized as the driving force of brand asset and brand performance, rare studies have elaborated on the relationship between brand image and the quality.

Based on the brand image theories and TQM concept, in this study we have tried to clarify, explain the impact of the integration of quality management system on the brand

image, and to take an agri-food Algerian company AGRODIV Les Moulins des Zibans as a study case for our research.

What led us to choose this research is the importance of TQM in the agri-food industries sector whilst there is an absence of studies its impact on the brand image, which is every company's main purpose.

The choice of the company AGRODIV Les Moulins des Zibans was after a very long quest to find an adequate company. Since it was the company of my 2nd year master internship, this choice however turned out to be very suitable considering firstly, the familiarity of the company and the staff and secondly, les Moulins des Zibans is a manufacturing and commercializing company that have integrated a Total Quality Management philosophy in its organizational structure.

The research is here to answer the following main question: ***“How does the integration of a quality management system contribute in strengthening the company's brand image?”***

To answer this question, we must answer three other elementary questions that are:

Q1: Does the integration of a quality management system enable AGRODIV Les Moulins des Zibans to strengthen its brand image?

Q2: what are the solutions used by AGRODIV Les Moulins des Zibans to reinforce its image?

Q3: How can the integration of a quality management system influence AGRODIV Les Moulins des Zibans' brand image?

After initiating prior and previous studies and researches, and from the basis of some personal remarks and perceptions, we based our research on the next hypothesis:

H1: The integration of a quality management system contributes favorably in strengthening the brand image.

H2: Agroddiv Les Moulins des Zibans uses quality management system to reinforce its image.

H3: The quality management system affects Agrodif les Moulins des Zibans' brand image in a very positive way.

As the purpose of this research is to investigate The Impact of Integrating a Quality Management System on the Brand Image, we had to choose a methodology that enables us to understand in details the impact of quality on the brand image. The adopted methodology was both descriptive, and analytical through a quantitative study that included the distribution of a questionnaire for a better data collection.

The final work was therefore divided into three chapters as follows:

In the first chapter, we presented it as an investigation of the literature of Total Quality Management, aspects of implementation. The first section is to define the general concept of Total Quality Management and to highlight the key tools and methods used in the implementation. The second section is to speak about the aspects of implementation of Total Quality Management. As the third section, it is about standards and certifications.

In the second chapter, we are going to present different concepts related to the brand, focusing on the brand image. The first section is to define the general concept of brand. The second section is to highlight the concept of brand image. The third section is about the main differences between brand identity and brand image.

In the third chapter, the practical chapter is here to present the company, the survey process, and come out with the results from the collected data. The first section is to give a general presentation about the company AGRODIV Les Moulins des Zibans in which the research was conducted. The second section explains in further the survey process and the research methodology. Then, the third section is to clarify the findings and present the results that we had after discussing and analyzing the data gathered.

Chapter I:
**Generalities about Total
Quality Management**

Introduction of the chapter:

Quality is a form of management that is composed of the double approach of driving an organization towards excellence, while conforming to established standards and laws. Today quality is increasingly being used at companies in agricultural, industrial and service sectors. It seeks to integrate all organizational function to focus on meeting and surpassing customers' requirements and organizational objectives.

In this chapter, we are going to try to develop elements related to the quality management, structured in three sections.

In the first sections, we are going to present the development of TQM from a simple concept "quality" to Total Quality Management.

In the second section, we are going to indicate the way used to implement quality management system.

In the third section, we are going to show the different standards and certification existed and how to integrate three management systems in just one.

Section 01: Total Quality Management**1 Quality:****1.1 Definitions of quality:**

"The level of satisfaction of its beneficiary (a customer in the market economy) in relation to the expectations expressed or implied in the different stages of Maslow's pyramid or any other frame of reference"¹.

"Quality is the totality of features and characteristics of an entity, or product or service that bear in its ability to satisfy stated or implied needs. The implied needs are usually very vague, indicated, or not indicated at all. Nonetheless they are expected by the customer sometimes more than the standard"².

According to Deming: "Good quality means a predictable degree of uniformity and dependability with a quality standard, suited to the customer requirement"³.

¹Michel Jaccard, The objective is quality: Introduction to Quality, Performance and Sustainability Management System, EPFL Press, 2013, p.25.

² Ali Boudella, The Impact Of Total Quality Management On The Performance Of A Service Company, Master thesis, EHEC, 2017, p.6.

³ Ali Boudella : op cit., p.6.

According to Juran: “Features of products which meet customer needs and thereby providing customer satisfaction”⁴.

We can define the quality as: “the level of excellence, manner of being (good or bad), of a product, a service, company or a process”.

2 Quality management:

A ford executive in 1990, regarding a consultation with W. Edwards DEMING: “we wanted to talk about quality, improvement tools, and which programs work. He wanted to talk to us about management, cultural change and senior managers’ vision for the company”⁵.

The concept of “quality” has evolved to mean far more than meeting customer’s expectations. “Quality now represents a philosophy, a system of methodologies and practices, and an ongoing commitment to business excellence that encompasses all issues and engages all individuals within an organization”.

According to (DALE et AL, 1994) an organization’s quality management implementation are two folds:

- a) Satisfying customer’s expectations;
- b) Improvement in the overall business efficiency.

2.1 Quality management concepts:

2.1.1 Inspection:

According to (ISO 8402, 1980) inspection can be defined as “activities such as measuring, examining, testing, gauging one or more characteristics of a product or a service and comparing these with specified requirements to determine conformity”⁶.

2.1.2 Quality control:

Quality control is concerned with checking and reviewing work that has been done. (Juran, 1988) defined quality control as “the regularity process through which we measure actual quality performance, compare it with standards, and act on the difference”⁷.

⁴ Joseph M. Juran, A. Blanton Godfrey, Juran’s Quality Handbook, fifth edition, year, p.2.1.

⁵ SWIFT(J.A), VINCENT(K), OMACHONU and JOEL (E) Ross: Principles of Total Quality, 2nd edition, 1998, p.59.

⁶ Ali Boudella, op cit., p.18.

⁷ Ibid., p.19.

2.1.3 Quality assurance:

According to (DALE et AL (b), 1994) quality assurance is a prevention based system, which improves product, service and process design⁸.

2.1.4 Difference between quality assurance and quality control:

Quality assurance emphasis on defect prevention, unlike quality control that focuses on defect detection once the item is produced. Moreover, QA is focused on the prevention of the production of non-conformity product and much emphasis is placed on the activities involved in the process of production.

2.2 Quality management's roles:**2.2.1 Customer focus (Plan):**

Organizations depend on their customers and therefore should understand current and future customer needs, should meet customer requirements and strive to exceed customer expectations⁹.

2.2.2 Leadership (Plan):

Leaders establish unity of purpose and direction of the organization. They should create and maintain an internal environment in which people can become fully involved in achieving the organization's objectives¹⁰.

2.2.3 Involvement of people (Do):

People at all levels are the essence of organization and their full involvement enables their abilities to be used for the organization's benefit¹¹.

2.2.4 Process approach (Do):

A desired result is achieved more efficiently when activities and related resources are managed as a process¹².

2.2.5 System approach to management (Do):

⁸ Ibid., p.19.

⁹ Michel Jaccard : op cit., p.111

¹⁰ Ibid., p.111.

¹¹ Ibid., p.112.

¹² Ibid., p.112.

Identify, understanding and managing interrelated processes as a system contributes to the organization's effectiveness and efficiency in achieving its objectives¹³.

2.2.6 Continual improvement (Act):

Continual improvement of the organization's overall performance should be a permanent objective of the organization¹⁴.

2.2.7 Factual approach to decision making (Check):

Effective decisions are based on the analysis of data and information¹⁵.

2.2.8 Mutually beneficial supplier relationships (Do):

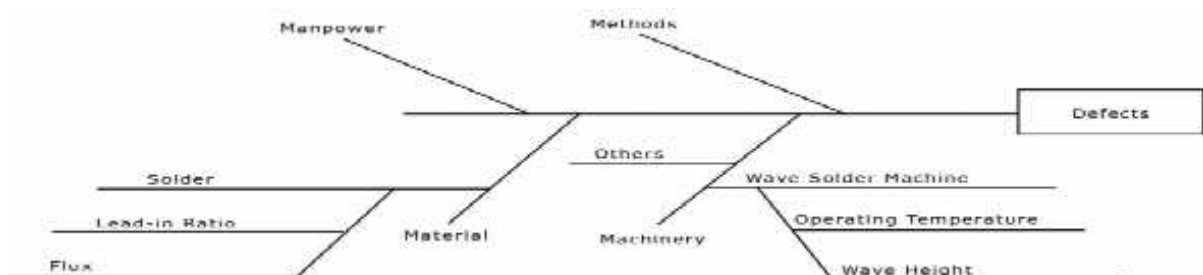
An organization and its suppliers are independent and a mutually beneficial relationship enhances the ability of both to create value¹⁶.

2.3 Quality management tools:

2.3.1 Cause and effect diagram:

A Cause-and-Effect Diagram is a tool that helps identify, sort, and display possible causes of a specific problem or quality characteristic. It graphically illustrates the relationship between a given outcome and all the factors that influence the outcome. This type of diagram is sometimes called an "Ishikawa diagram" because it was invented by Kaoru Ishikawa, or a "fishbone diagram" because of the way it looks¹⁷.

Figure n°I.1: Cause-and-Effect diagram.



Source: Ali Boudella, opcit., p26.

¹³ Ibid., p.112.

¹⁴ Ibid., p. 113.

¹⁵ Ibid. p.113.

¹⁶ Ibid., p.113-114.

¹⁷ Proceedings of the National Conference on Trends and Advances in Mechanical Engineering, YMCA University of Science & Technology, Faridabad, Haryana, Oct 19-20, 2012. p.855.

A diagram used to organize a search for the cause (s) of a problem; also known as fishbone diagram.

2.3.2 Check Sheet:

The check sheet is a simple document that is used for collecting data in real-time and at the location where the data is generated. The document is typically a blank form that is designed for the quick, easy, and efficient recording of the desired information, which can be either quantitative or qualitative¹⁸.

Figure n°I.2: Check sheet for defects found.

Defect	Monday	Tuesday	Wednesday	Thursday	Friday	Total
Solder	I	II		I		4
Part	II		I	II	I	6
Not-to-Print	III	II	I	III	II	11
Timing		I	I		I	3
Other		I				1

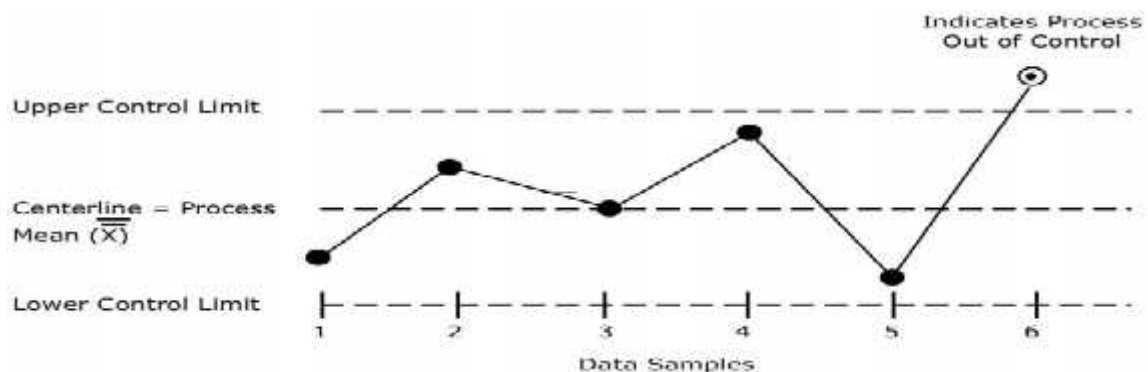
Source: Ali Boudella. opcit. , p29.

It is a tool for organized and collecting data; a tally of problems or other events by category.

2.3.3 Control Chart:

A control chart is a statistical tool used to distinguish between variation in a process resulting from common causes and variation resulting from special causes. It presents a graphic display of process stability or instability over time¹⁹.

Figure n°I.3: Control chart.



Source: Ibid., p.30.

A statistical chart of time ordered values a sample statistic (e.g., sample means).

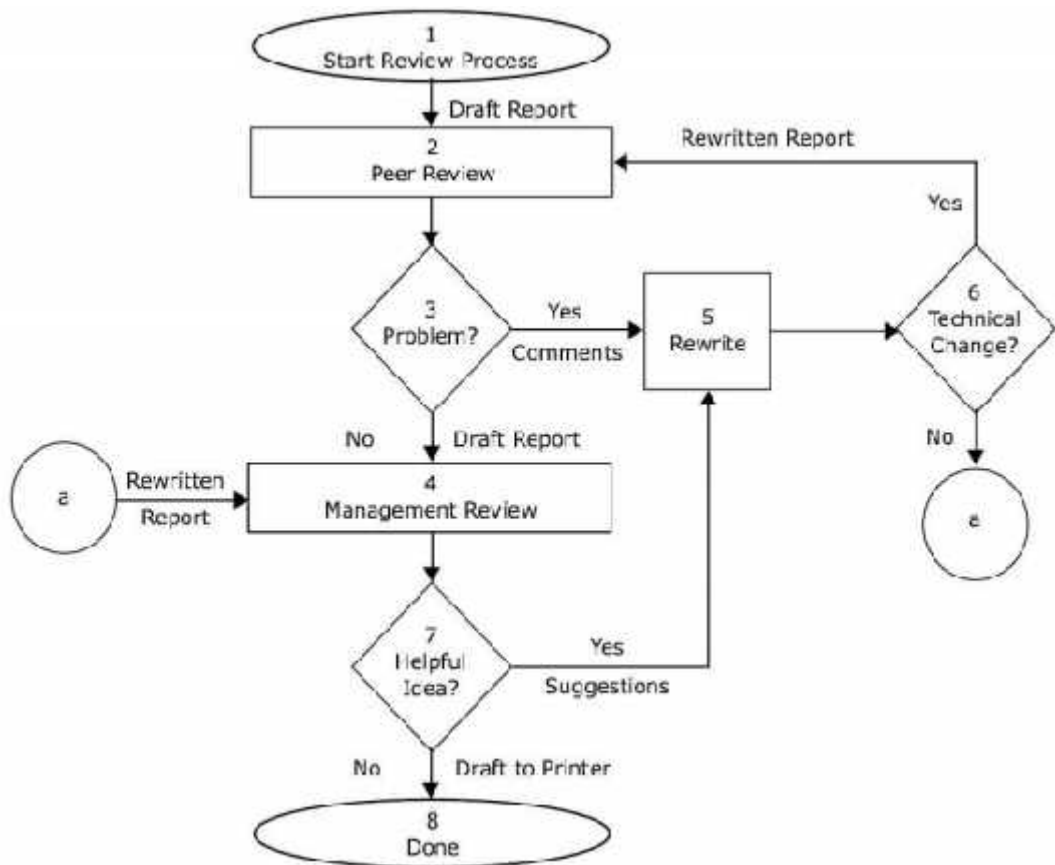
¹⁸ Proceedings of the National Conference on Trends and Advances in Mechanical Engineering., op cit., p.855.

¹⁹ Ibid.,p855.

2.3.4 Flow chart:

The Flow Chart provides a visual representation of the steps in a process or a diagram that uses graphic symbols to depict the nature and flow of the steps in a process²⁰.

Figure n°I.4: Flow chart.



Source: Ali Boudella. Opcit., p27.

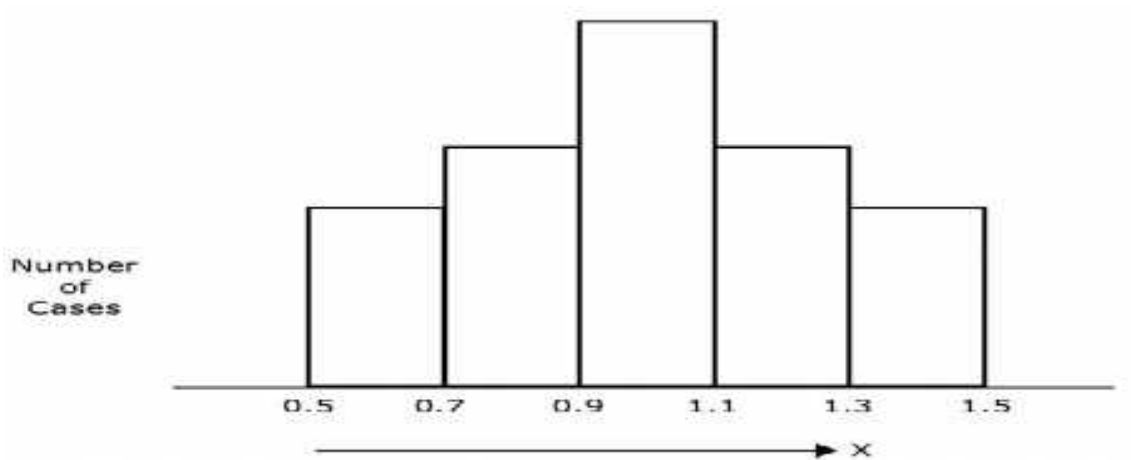
Flow chart is a diagram of steps in a process.

2.3.5 Histogram:

One uses this graph to show frequency distributions. It looks very much like a bar chart. This chart graphs data distributions. If you have numerical, variable, continuous data you can use this chart. The chart organizes and sorts the data. It shows the data in a pictorial format²¹.

²⁰ Proceedings of the National Conference on Trends and Advances in Mechanical Engineering., p.855.

²¹ Ibid., p855.

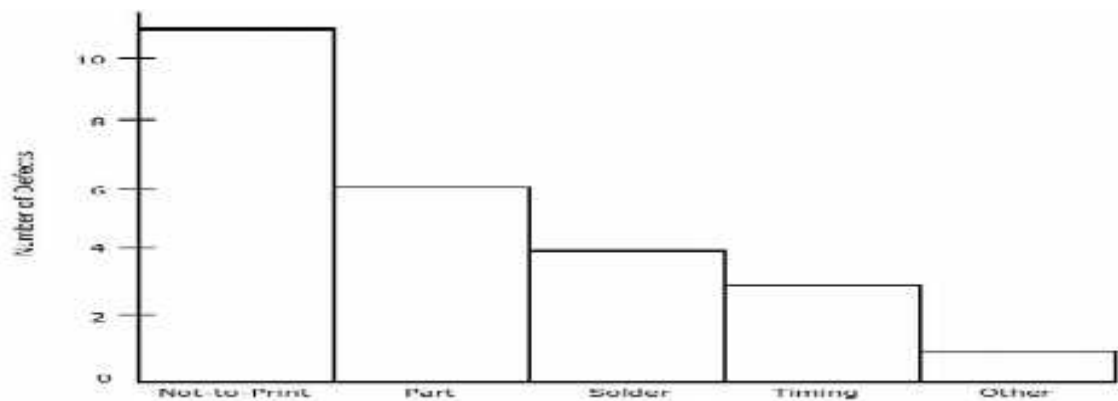
Figure n°I.5: Histogram

Source: Ali Boudella., opcit., p.31.

Histogram is a chart that shows an empirical frequency distribution.

2.3.6 Pareto Diagram:

A Pareto chart, named after Vilfredo Pareto, is a type of chart that contains both bars and a line graph, where individual values are represented in descending order by bars, and the cumulative total is represented by the line²².

Figure n°I.6: Pareto diagram.

Source: Ali Boudella. Opcit., p.29.

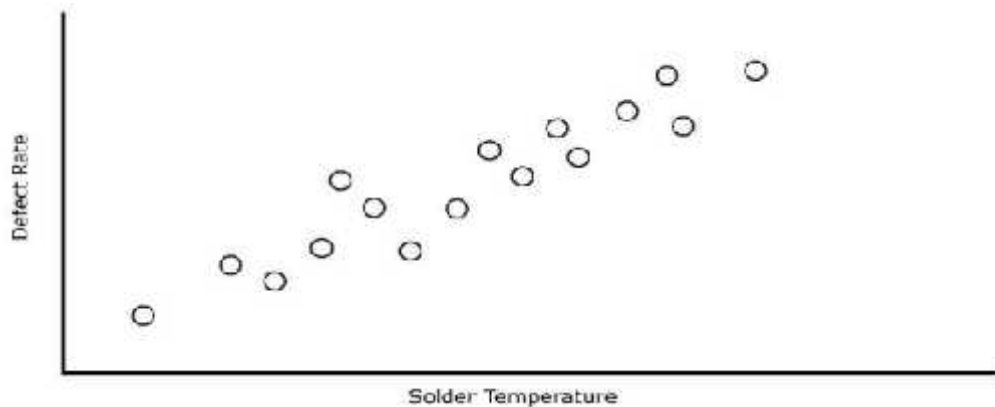
Pareto diagram is a diagram that arranges categories from highest to lowest frequency of occurrence.

2.3.7 Scatter diagram:

²² Proceedings of the National Conference on Trends and Advances in Mechanical Engineering., p855.

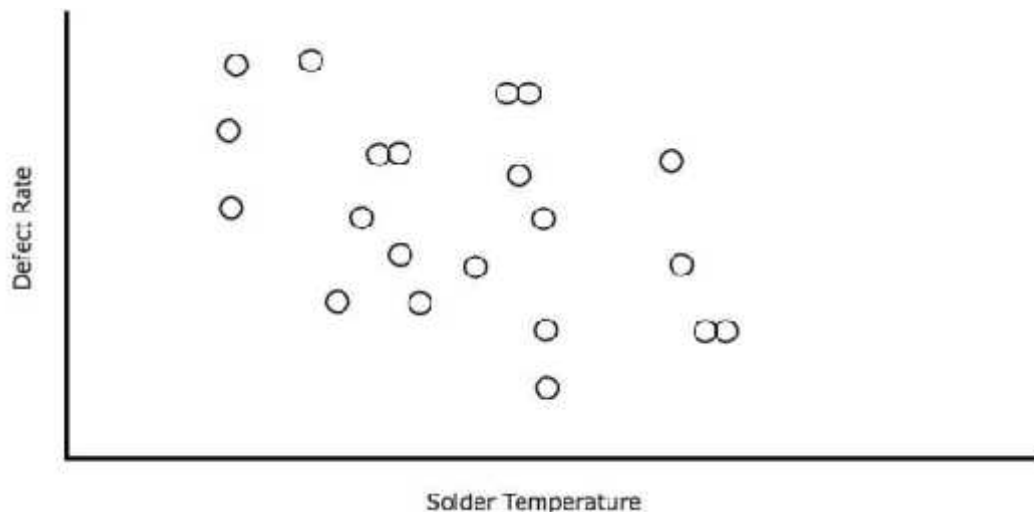
It is used to determine if there is a relationship or correlation between two variables. It is used to display what happens to one variable when another variable changes in order to test a theory that the two variables are related. The data displayed on the scatter diagram clearly show if there is a positive, negative or no relationship between the two variables²³.

Figure n°I.7: Scatter diagram showing strong correlation.



Source: Ali Boudella., opcit. , p.32.

Figure n°I.8: Scatter diagram showing weak correlation



Source: Ali Boudella., opcit. , p.32.

Scatter diagram is a graph that shows the degree and direction of relationship between two variables.

2.4 Techniques of QM:

²³ Proceedings of the National Conference on Trends and Advances in Mechanical Engineering. ,p.856.

2.4.1 Benchmarking:

Benchmarking is a self-improvement tool for organizations. It allows to compare themselves with others, to identify their comparative strengths and weaknesses and learn how to improve. Benchmarking is a way of finding and adopting best practices.

2.4.2 Departmental Purpose Analysis:

Department purpose analysis (DPA) is a process for applying the concepts and principles of management in a practical way. It is designed to ensure that a department, team or group is achieving goals that contribute to the company's strategy and overall goals, and that the department's activities add value. A key step in the process is a clear focus on agreeing, measuring and meeting customer (internal and external) requirements.

2.4.3 Design of Experiments:

DOE is a systematic approach to investigation of a system or process. A series of structured tests are designed in which planned changes are made to the input variables of a process or system. The effects of these changes on a pre-defined output are then assessed.

2.4.4 Failure Mode Effect Analysis:

Failure Modes and Effects Analysis (FMEA) is a systematic, proactive method for evaluating a process to identify where and how it might fail and to assess the relative impact of different failures, in order to identify the parts of the process that are most in need of change.

2.4.5 Fault Tree Analysis:

Fault tree analysis (FTA) is a top down, deductive failure analysis in which an undesired state of a system is analyzed using Boolean logic to combine a series of lower-level events. This analysis method is mainly used in the field of safety engineering and Reliability engineering to determine the probability of a safety accident or a particular system level (functional) failure.

2.4.6 Poka Yoke:

Poka Yoke is any process that can stop mistakes being created, thereby ensuring that there are no defects within the production process. So if a machine is designed to stop or at least sound a warning signal if it is not aligned correctly then this is 'Poka Yoke' in action. The operator will be alerted to the fact that the machine has not been correctly aligned and instead of faulty goods being created, or the machine continuing and then perhaps breaking

down the operator will take the necessary steps to ensure that the problem is resolved before the faulty goods are created or before the machine breaks down²⁴.

3 Total Quality Management:

3.1 Definitions of TQM:

“TQM is the management approach of an organization, centered on quality based on the participation of all its members and aiming at long-term success through customer satisfaction and benefits to all members of the organization and to society”²⁵. ISO

“A predictable degree of uniformity and dependability at low cost and suited to the market is defined as TQM”²⁶. Deming

“TQM is a corporate business management philosophy which recognizes that customer needs and business goals are inseparable. It ensures maximum efficiency and effectiveness within a business”²⁷. British Quality Association

We can define the TQM as “a strategic approach of management aimed to increase awareness of quality in all organizational processes”.

3.2 Origins of the TQM concept:

The origin of the TQM concept dates back to Feigen Baum in 1957 and later developed by the works of Ishikawa (1976), Crosby (1979), Juran (1980), Deming (1982), Taguchi (1990) and Oakland (1993). These theorists are regarded as the key founders of TQM philosophy therefore the origin of TQM concept evolves mostly from their work. In order to understand TQM content and its process, we selected the influential works of four experts (Crosby, 1979, 1996; Deming, 1982, 1986; Ishikawa, 1985; and Juran, 1951, 1962, 1974, 1988, 1989, 1992) who had a considerable impact on the development of TQM in organizations throughout the world. Here the approaches of arguably the top four experts of TQM - Crosby, Deming, Ishikawa and Juran discussed:

²⁴ Proceedings of the National Conference on Trends and Advances in Mechanical Engineering. , p.857.

²⁵ Ali Boudella, opcit. , p.20.

²⁶ Ibid., p.20.

²⁷ Ibid., p.20.

3.2.1 Crosby's concept of TQM:

Due to the high quality of Japanese products, American companies were losing market shares in the late 70s, that is when Crosby came up with the “doing it right the first-time theory”, this theory include four principles:

- Quality conforms to requirements;
- The management system is prevention;
- Zero defects is the performance standards;
- Measurements are the cost of quality.

Crosby was sure that increasing quality will decrease the costs of the products; he convinced the top management that quality will help reach higher profitability. Crosby is known as a facilitator and a motivator for senior management to implement quality in the organization by adopting his 14 steps program, he is a great helper in launching the improvements process in the organization, his approach is known as simple and easy to follow.

3.2.2 Deming's concept of TQM :

Deming focuses on creating, learning and cooperation organizational system, this organizational system leads to continuous improvement of processes, products, and services as well as employee and customer satisfaction. Deming ensures that top management in an organization is the key to improvements, which will happen by applying a change in processes inside the organization, Deming stresses that it is mandatory to measure the customer requirements, to create teams to solve quality problems, and to encourage employees to participate in the quality process. Deming said that by improving quality, productivity is likely going to increase and this will improve organizational competitiveness, he also contributed with the PDCA cycle of continuous improvement (Plan, Do, Check, Act). It is obvious that his approach to quality is statistical that the main purpose of training the employees in statistical quality techniques.

Figure n°I.9: Deming PDCA.



Source: Ali Boudella. Opcit. , p11.

We can explain this cycle as follows :

- Plan: setting the plan for the actions or goals we want to achieve;
- Do: excute the actions;
- Check: examine/test if the actions match the plan;
- Act: adgust the gap between the plan and what have been excuted by making a new plan and repeating the steps of the cycle until the excution meet the plan.

3.2.3 Ishikawa's concept of TQM:

The main principle that Ishikawa has added to the quality system is that, quality not only is linked directly to the product but also encompasses to the after-sales service, he claims that for an organization to be successful in its quality implementation, it has to treat it as a non-ending circle, this can be considered as the most important part of the continuous improvement process, this commitment to continuous improvement will ensure employees' learning, clients' fidelity and an effective implementation of TQM. As mentioned above, like any other Gurus in the quality domain, Ishikawa emphasized on education as one of the keys to TQM, as he stated "Quality Begins and ends with it".

Ishikawa was able to develop seven quality control tools such as:

- Pareto Chart;
- Ishikawa Diagram;
- Stratification Chart;
- Scatter Chart;
- Check sheet;
- Histogram;

- Control chart.

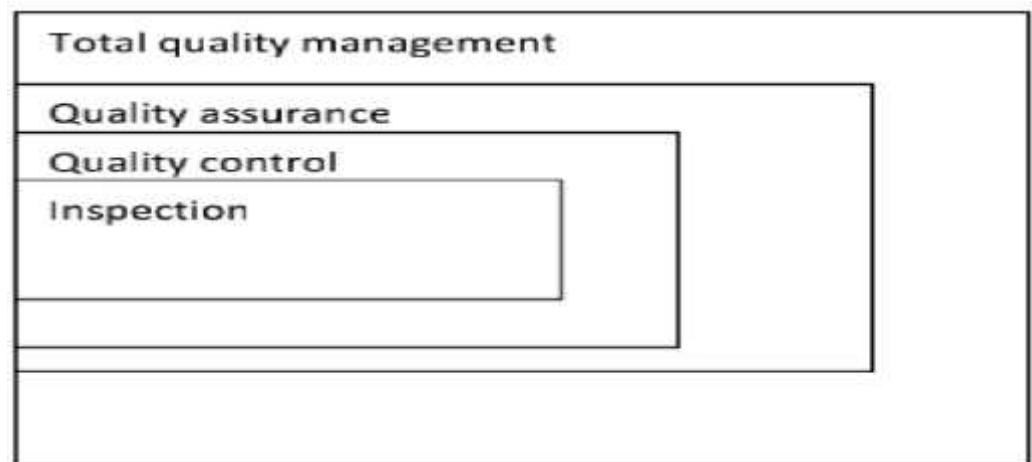
3.2.4 Juran's concept of TQM:

Juran is one of the most influential specialist in the industrial quality sector, he was the one who added the human aspect to the quality management, supported what Ishikawa has worked on such as education and training for managers, Juran considers the human dimension is what is causing resistance to the quality system inside an organization, it has to be isolated, or what he called exactly “cultural resistance”. “Juran quality cycle is composed of three managerial processes: Planning, Control, and improvement”. According to him, TQM is a system that aims to achieve satisfied customers, empowered employees, higher profit and lower costs. He believes also that quality problems are related to management rather than employees, senior managers should address this problem by being participative, committed and empowering Juran emphasizes that it is crucial to understand customer needs and that comes only after a vigorous analysis so that the products meet their requirements²⁸.

3.3 Evolution of TQM:

The evolution of TQM is traced to understand the concepts. Evolution of TQM, as it has emerged in industries as shown in the fig. it started with Inspection (INS), followed by Quality Control (QC), assurance (QA) and then Total Quality Management (TQM).

Figure n°I.10: The evolution of Total Quality Management.



Source: KIRAN (D.R): Total Quality Management: Key Concepts And Case Studies, BS Publications, 2017, p.21.

²⁸ Lotfi Hakimi. The Role Of Organizational Culture On The Implementation Of Total Quality Management, Master Thesis, 2017, p. 4-5-6.

The main focuses of each of these stages are:

3.3.1 Inspection:

- Identifying non-conformities;
- Salvaging ;
- End of pipe approach;
- End justifies means.

3.3.2 Quality control:

- Process performance data;
- Quality planning;
- Statistical tools;
- Control instrumentation.

3.3.3 Quality assurance:

- Quality manuals;
- System certification;
- Quality costs;
- Documentation.

3.3.4 Total quality management:

- Customer focus;
- Employer involvement;
- Continuous improvement;
- Performance measurement.

3.4 Principles of TQM:

- Customer's requirements must be met the first time, every time;
- There must be agreed requirements, for both internal and external customers;
- Everybody must be involved, from all levels and across all functions;
- Regular communication (both formally and informally) with staff at all levels is must, Two way communication at all levels must be promoted;
- Identifying raining needs and relating them with individual capabilities and requirements is must;

- Top management's participation and commitment is must;
- A culture of continuous improvement must be established;
- Emphasis should be placed on purchasing and supplier management;
- Every job must add value;
- Quality improvement must eliminate wastes and reduce total cost;
- There must be focus on the prevention of problems;
- A culture of promoting creativity must be established;
- Performance measures are a must at organization, department and individual level. It helps to assess and meet objectives of quality;
- There should be focus on team work.

3.5 The importance of TQM:

The importance of TQM have been realized because of the following important reasons:

1. It has a question of survival in the intense competitive environment;
2. Increasing customer consciousness all over the world;
3. Need for earning profit instead of making profit;
4. Crucial role played by organization issues, such as leadership, human resource, revolution in information, technology, etc., in quality management.

3.6 Dimensions of TQM:

Various dimensions are listed as follows:

1. Performance: it is the main operating characteristics of a product;
2. Features: enhancement , that is supplementing the product's basic function;
3. Reliability: probability that a product will fail within a given period of time;
4. Conformance: the extent to which the product's design and operating characteristics, satisfy the pre-determined standards;
5. Durability: measure of product's useful life;
6. Serviceability: time consumed in servicing, courtesy, competence and ease of repair or reconditioning of a product;
7. Aesthetics: human response to a product-how it looks, feels, sounds, tastes or smells (appeals to senses);

8. Perceived quality: impressions formed about the product quality form tangible and intangible features of the product, brand image, good will and the reputation of the organization²⁹.

3.7 Benefits of TQM:

3.7.1 Advantages unique to TQM:

- a. It makes a company a leader not a follower;
- b. TQM creates goal directed connection between customers, management, and workers. Everyone is motivated to contribute. Thus, it fosters team work;
- c. It makes the company more sensitive to customer needs;
- d. It makes the company adopt more readily to change.

3.7.2 Benefits to customers:

- a. Fewer problems with product or service;
- b. Better customer care;
- c. Greater satisfaction.

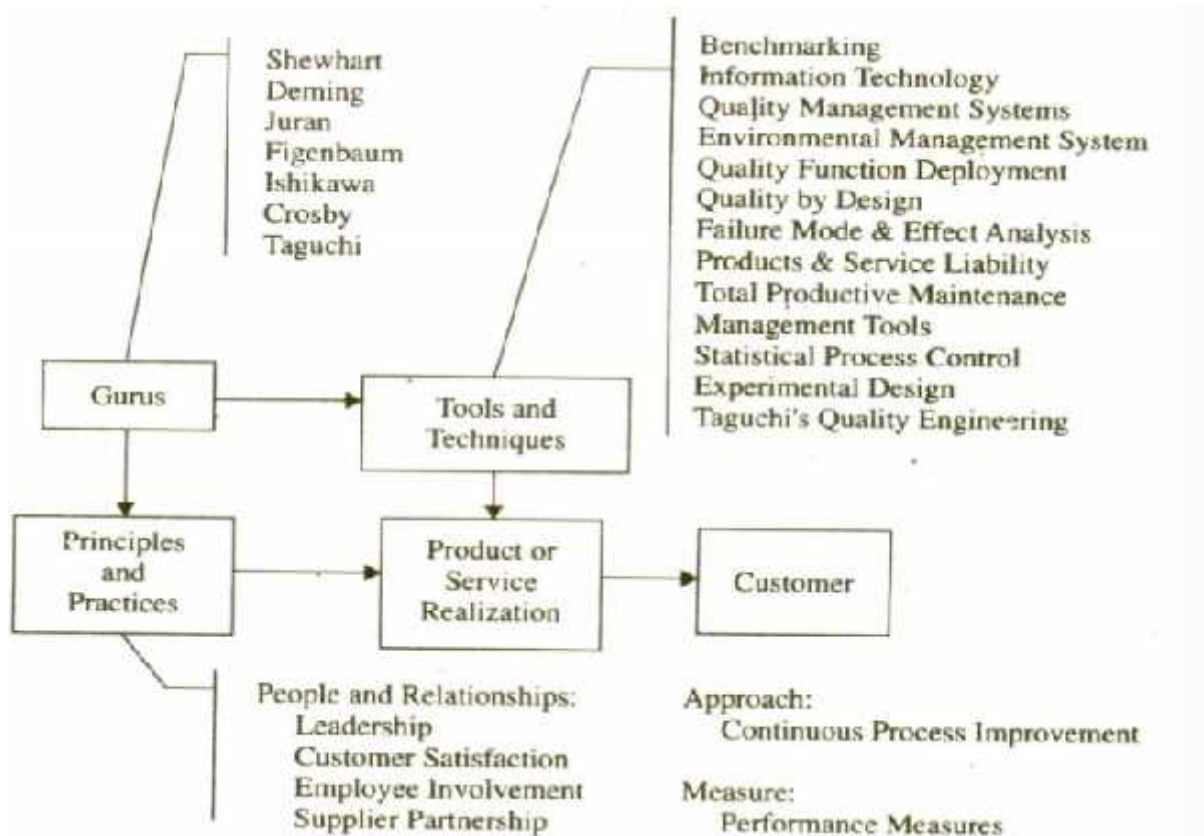
3.7.3 Benefits for the company:

- a. Better product quality;
- b. Staff is more motivated and quality conscious;
- c. Productivity improvement;
- d. Reduced quality costs;
- e. Enhanced market;
- f. Increased market;
- g. Increased competitive position of the firm, improved profitability;
- h. Good public image by helping it to provide goods and services of higher quality at lower cost to society.

3.7.4 Benefits to staff:

- a. Empowerment;
- b. Enhancement of job interest and security;
- c. More training and improvement in skills;
- d. More recognition;
- e. Reduced employee grievances.

²⁹ KIRAN (D.R): Total Quality Management: Key Concepts And Case Studies, BS Publications, 2017, p.12.

Figure n°I.11: Total Quality Management Framework

Source: Jack P. Peckar, Total Quality Management: Guiding Principles for Application, 2012, P36.

Figure n°I.11 represents summarize of the first section, first of all, TQM's gurus, then principles, tools and techniques, etc. the figure allowed us to clarify TQM in general.

Section 02: The implementation of Quality Management System

1. Quality Management System:

1.1 Definition of QMS:

"A QMS is a coordinated set of values and processes implemented by an organization to ensure and demonstrate that it meets the standards demanded to satisfy its customers' demands and expectations"³⁰.

"Descriptions of manufacturing processes, procedures, record sheets for product control and release, quality management and quality assurance documents and their links to the strategy and policy of the Senior Management should be logically ordered"³¹.

1.2 Why is QMS important?

³⁰ <http://quality.eqms.co.uk/implementing-a-quality-management-system-qms>, checked on 20/03/2018 at 12:39.

³¹ Michel Jaccard, opcit. , p.61.

A fully operational QMS will help an organization to meet and demonstrate that it has met certain goals:

- Consistently meet customer requirements;
- Consistently manage internal requirements;
- Consistently manage external requirements. E.g. the effective allocation of resources.

1.3 What does a QMS Require?

A quality management system requires a number of essential elements. Here are five of them:

- A quality policy and quality objectives, these statements must be documented;
- A quality manual including scope, justifications for any exclusion, documented procedures, process interaction descriptions; this will specify how a QMS will be observed and emphasize the company's commitments to both continuous improvement and quality;
- Any document procedures required by the compliance standard;
- Any documents needed to ensure the effective operation, planning and control of company processes;
- Records such as evidence of conformity to requirements and of effective QMS operation will be required by the compliance standard.

1.4 Operating in a Controlled Environment:

Many organizations deploy a quality management system to demonstrate compliance to regulatory requirements. A Quality Management System can support an organization operating in a controlled environment in a number of ways:

- To ensure compliance standards are met, all company documents should conform to QMS processes;
- This will ensure conformity in staff behavior when performing their duties, a uniform data recording method and consistency in staff training;
- The keeping of records such as audit findings, data monitoring, non conformance reports and corrective actions etc can be used as proof of QMS use and effectiveness;
- A QMS can be used to enforce the required approval and disposition of documents and records;

- It is important that only the most up to date version of documents are available to company users. To be compliant documents should have unique identity and version control when subjected to change;
- The signatures of preparer and approver of the document may be required;
- A summary of document history showing changes and dates of revision may be required;
- To ensure that all records are both traceable and retrievable records must be managed and controlled in a similar manner to documents; it is advisable to assign them unique identifiers, which will be supplied by an electronic QMS support tool³².

2 The implementation of quality management system:

2.1 Steps of implementing QMS:

2.1.1 Commitment from top management :

The participation of top management is a major role when it comes to demonstrating that the implementation of a quality management system is not an additional administrative burden, but rather a commitment to the excellence and sustainability of the company. No quality initiative within organization can succeed without commitment from top management.

2.1.2 Establishing an implementation team:

People are responsible for the implementation of QMS. An implementation team, headed by a Service Provider and a Management Representative (MR), is to be established. The Service Provider and MR is the coordinator and is responsible for planning and overseeing the implementation of the quality management system. He is thus the link between top management and the QMS. All departments within the organization should be represented on the implementation team.

2.1.3 Providing training:

All personnel and all areas in an organization are affected by a quality management system. Training regarding the quality management system should thus be provided for all employees. The quality management system implementation plan should make provision for

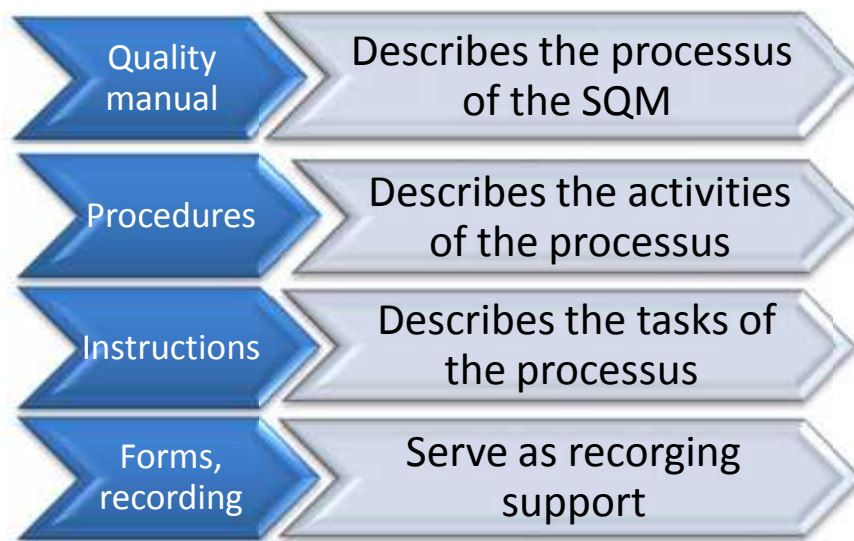
³² Ibid., p.20.

this training. All basic concepts of quality management systems and its impact on the organization should be covered.

2.1.4 Creating documented implementation plan:

In any organization there are procedures, instructions, activities, forms and records. These documents facilitate the order, transparency, traceability and structure of the organization's functions.

Figure n°I.12: Documentary system



Source: Own conception based on QM course

2.1.5 Control of documents:

In order to control quality management system documentation, a documented system should be created. The creation, approval, distribution, revision, storage, and disposal of various types of documentation are thus managed. Document control systems should be as easy and simple to operate as possible.

2.1.6 Implementation:

In large organizations, it is best to implement the quality management system being documented as the documentation is developed. This is in stark contrast to smaller organizations, where the quality management system is implemented throughout the

organization all at once. During phased implementation, however, an evaluation can take place regarding the effectiveness of the system in different areas.

2.1.7 Internal quality audit:

The effectiveness of the installed system should be checked regularly by means of an internal quality audit. Below are some reasons for conducting an internal quality audit into a quality management system:

- To ensure that the quality management system conforms to the quality management system requirements established by the organization;
- To ensure that the quality management system is implemented and maintained in an effective manner.

2.1.8 Reviewing by the management:

A management review should be conducted three to six months after quality management system implementation took place. The reasons for conducting management reviews are to ensure continuous effectiveness, adequacy, and suitability of the quality management system.

2.1.9 Pre-assessment audit:

Before applying for certification, a pre-assessment audit usually takes place. Certification bodies provide a qualified but independent auditor to conduct this service. Some degree of confidence is gained before application for certification if the pre-assessment audit goes well.

2.1.10 Certification and registration:

A formal application for certification is made at a certification body as soon as the quality management system has been operating for a few months and has stabilized. A certificate is only awarded to the organization if the certification body is satisfied with the workings of the system.

2.1.11 Continual improvement:

The organization has to improve the suitability and effectiveness of the quality management system on a continuous basis³³.

2.2 What are the benefits of implementing a QMS?

Implementing a quality management system will result in a number of long-term commercial gains. Here are just a few benefits of effectively implementing a QMS:

2.2.1 Direct benefits:

- Improved customer satisfaction;
- Improved quality of products and services;
- Workers' satisfaction and more commitment to the organization;
- Better management and a more effective organization;
- Improve relations with suppliers;
- Improved promotion of corporate image.

2.2.2 Indirect benefits:

- Review business goals, and assess how well the organization is meeting those goals;
- Identify processes that are unnecessary or inefficient, and then remove or improve them;
- Review the organizational structure, clarifying managerial responsibilities;
- Improve internal communication, and business and process interfaces;
- Improve staff morale by identifying the importance of their output to the business, and by involving them in the review and improvement of their work.

Section03: Standards and certifications

1 Certifications:

1.1 Definition of certification:

“Certification (in its broad meaning also known as conformity assessment) is a procedure through which written or equivalent assurance states that a product, process or service conforms to specified requirements”³⁴.

³³ <http://www.qualicertus.co.za/sbsqualitymanagementsystemimplemetation.php> , checked on 20/03/2018 at 4:30pm.

1.2 The process of certification:

Depending largely on the relationship between the entity being certified and the certification body, the process of certification can be classified as follows:

- First Party Certification. Conformity assessment is performed by the person or organization that provides the product (e.g. producers, or producer organizations report on their compliance to a set of standards.
- Second Party Certification. Conformity assessment is performed by a person or organization that has a user interest in the products (e.g. traders, retailers or consumers and their organizations).
- Third Party Certification. An entity independent from both supplier and consumer organizations conducts the auditing and issues certificates stating that a product or process complies with a specific set of criteria or standards.
- Fourth Party Certification. Although not mentioned by ISO, fourth party certification is also mentioned by some organizations. This form of certification involves governmental or multinational agencies. The UN Global Compact, for instance, lists environmental, labor and human rights principles for companies to follow. Corporations submit online updates for others (e.g. NGOs) to scrutinize³⁵.

1.3 Accreditation:

Accreditation is “the procedure by which an authoritative body gives formal recognition that a body or person is competent to carry out specific tasks”. Although accreditation can be conducted by any entity, bodies have been established to ensure the quality of the accreditation process and consequently of certification³⁶.

2 Standard (norm):

2.1 Definition of standard:

A standard is the reference value of an indicator and is established for use as a rule or as a basis for comparison. By comparing the norm with the actual measured value, the result demonstrates the degree of fulfillment of a criterion and of compliance with a principle.

3 Integrated quality management system:

³⁴ Flavio Corsin, Simon Funge-Smith and Jesper Clausen, A Qualitative Assessment Of Standards And Certification Schemes Applicable To Aquaculture In The Asia-Pacific Region, Bangkok, RAP Publication 2007/25, p.2.

³⁵ Ibid. , p.2.

³⁶ Ibid. , p.2.

The main objective of an Integrated Quality management system QSE is customer satisfaction (who buys or/and uses the products) because of the conformity of the products and the maintenance of the process. Integrated system seeks for the protection of the environment and the safety of personnel during work.

Integrated quality management system QSE is a management system that determines policy of improvement of customer satisfaction in order to prevent risks and to improve performance.

This system integrates three systems in just one. It puts together three systems totally compatible to function with more efficacies.

- ISO 9001 — Quality.
- OHSAS 18001 — Health and safety.
- ISO 14001 — Environment.

This concept is a natural response to the companies' requirement that need to take in consideration, in their management, the triple dimension (quality- safety- environment) looking for global and coherent approach.

3.1 Integrated quality management system's goals:

3.1.1 Quality:

- Keeping client;
- Creating competitive advantages;
- Being more competitive;
- Making economies.

3.1.2 Environment:

- Reassuring;
- Engagement "citizen";
- Avoid administrative and penal punishments;
- Preventing risks and losses related to accidents;
- Economizing resources.

3.1.3 Health and safety:

- Avoid administrative and penal punishment;
- Reassuring;

- Preventing consequences related to accident (image, financial)³⁷.

3.2 Who's interested in IQMS?

Figure n°I.13: Parties interested in QSE.



Source: Ibid., p. 24.

3.3 Steps to implement integrated quality system:

Steps to implement integrated quality system are as follow:

- 3.3.1 Involvement of people;
- 3.3.2 Reviewing its processes;
- 3.3.3 Reformulate its politics and objectives;
- 3.3.4 Evaluate its documentary system ;
- 3.3.5 Enlarge its communication.

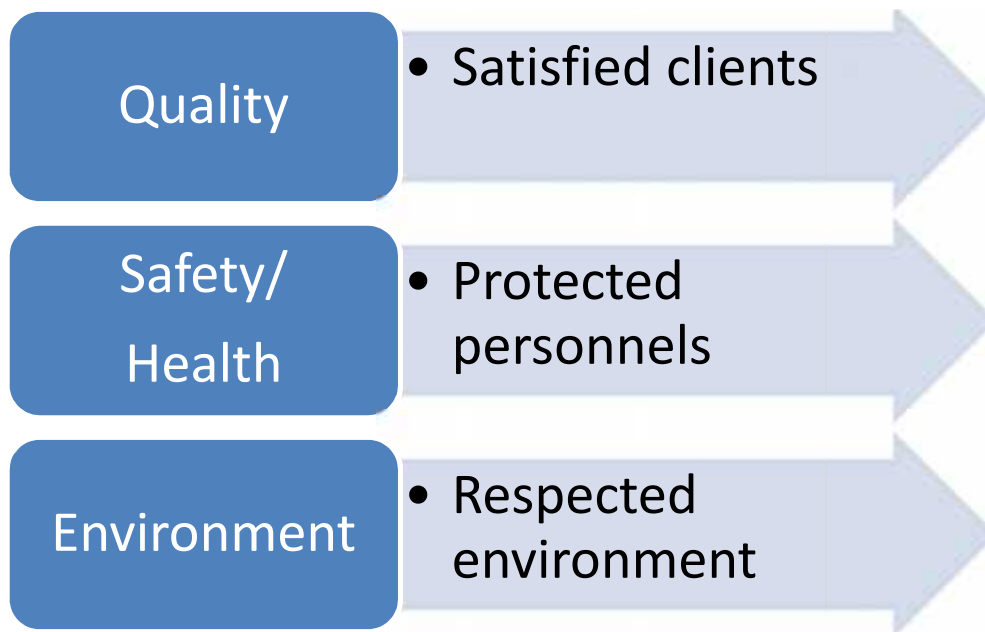
3.4 Benefits of the integrated QMS:

- 3.4.1 Optimization of resources: just one team of auditors is enough for IQMS instead of three separated audits.

³⁷ Florence Gillet-Goinard, Bâtir un système intégré : qualité- sécurité- environnement, édition d'organisation, 2016, p.25.

- 3.4.2** Avoid the repetition especially documentary: instead of proposing three different manuals for each system, integrated system puts them together in just one and make it easier for stakeholders.
- 3.4.3** Guarantee a permanent balance in taking decision: sometimes one decision can make benefic impact to a field and negative to another. This system allows the company to test every project, every decision through three angles in order to avoid risks.

Figure n°I.14: Three systems of quality in one.



Source: Ibid., p19.

3.5 ISO standard:

ISO is the International Organization for Standardization that has membership from countries all around the world. It has developed about 19000 International Standards and about 1000 new standards every year³⁸.

3.5.1 The ISO 9000 family of quality management system:

ISO 9001 is a standard that sets out the requirements for a quality management system. It helps businesses and organizations to be more efficient and improve customer satisfaction.

3.5.2 History:

³⁸ Anastas Mishev, Faculty of Computer Science and Engineering, Macedonia, 2015, p113.

Table n°I.1: Time chart of the development of quality standard

Time	Evolution
Post 1945	NATO AQAP
1960's	Defense standards 05-21 et seq
1972	BS 4891 Guide to quality assurance
1973	73/851 DC (Issued by SMMT, based on 05-21)
1975	BS 5179 pt 1-3: (non-mandatory)
1979-81	BS 5750 pt 1-6: mandatory equivalent
1987	ISO 9000 series
2000	ISO 9000 series updated
2008	ISO 9000 series updated
2015	ISO 9000 series updated

Source: Graeme Knowles, Quality management, free press, 2011. P38.

3.5.3 The objectives of ISO 9000:

ISO 9001 specifies the basics of a quality management system for an organization that:

- a) Needs to prove its ability to provide consistent and regular production, as well as a product that meets the requirement of customers and stakeholders;
- b) Wants to steadily increase customer satisfaction through the effective application of the system, including continual improvement of this system and the assurance that the product conforms to customer and stakeholder requirement³⁹.

3.5.4 How is the standard structured?

³⁹ Michel Jaccard, opcit. , p.109.

ISO 9001:2015 (the most recent version of the standard) is made up of a number of different sections, each concentrating on the requirements involved in different aspects of a quality management system.

- Clause 0-3 – Introduction and scope of the standard.
- Clause 4 – Context of the organization.
- Clause 5 – Leadership.
- Clause 6 – Planning.
- Clause 7 – Support.
- Clause 8 – Operation.
- Clause 9 – Performance evaluation.
- Clause 10 – Improvement⁴⁰.

3.5.5 Other standards of ISO 9000 family:

- ISO 9001 is the best known of the ISO standards on quality, but there are many other standards that can help you reap the full benefits of a quality management system and put customer satisfaction at the heart of your business. A few documents are mentioned here, but additional information on the full family of quality standards can be found in the brochure Selection and use of the ISO 9000 family of standards.
- ISO 9000 contains detailed explanations of the seven quality management principles in addition to many helpful tips on how to ensure these are reflected in the way you work. It also contains many of the terms and definitions used in ISO 9001 and constitutes a useful companion document to help you build a successful quality management system.
- ISO 9004 provides guidance on how to achieve sustained success with your quality management system.
- ISO 19011 gives guidance for performing both internal and external audits to ISO 9001. Good internal audits will help to ensure your quality management system delivers on promise and will get you ready for an external audit, should you decide to seek third-party certification⁴¹.

3.6 British standard:

The BS 8800:1996 which led to OHSAS 18001, based on ISO 14001. It is not an ISO standard but it is used by many companies.

⁴⁰ <http://www.iso.org/obp>, checked 30/03/2018 at 12pm..

⁴¹ Michel Jaccard, opcit. , p. 135-136.

3.6.1 OHSAS 18000:

OHSAS: Occupational Health and Safety Assessment Series. It has been developed in response to customer demand for a recognizable occupational health and safety management system standard against which their management system can be assessed and verified.

OHSAS 18001 has been developed to be compatible with ISO 9001:2008 (Quality) and ISO 14001:2004 (Environmental) management systems standards, in order to facilitate the integration of quality⁴².

The standard can be implemented to the whole organization or to just a part of it. The best results though come when the whole organization is working on the same system and OHSAS policy is integrated into other management systems and into the culture of the organization.

3.6.2 How to implement OHSAS 18001:

3.6.2.1 Planning:

- Devise an OHSAS policy;
- Plan for hazard identification, risk assessment and determination of controls;
- Identify relevant legal requirements;
- Plan for emergencies and responses;
- Manage change effectively;
- Devise procedures for performance measuring, monitoring and improvement;
- Provide and ensure the appropriate use of safety equipment ;
- Train in order to introduce an OHSAS culture and establish the importance of organization's safety statement, policies and objectives;
- Consult employees and communicate.

3.6.2.2 Implementing:

The implementation stage should be the easiest part of this process. If the planning stage is done the right way then it is just a matter of following the documentation and procedures that have been created. It is advisable to start the implementation by breaking the system down into specific elements rather than tackling it as a whole. Concentrating on specific elements in a logical order creates a solid foundation for the whole system to work efficiently.

3.6.2.3 Checking:

⁴² Florence Gillet-Goinard, opcit. , p41.

- Conducting internal audits;
- Evaluation of legal compliance;
- Identifying non-conformities and addressing them;
- Thorough analysis of incidents and incidental data;
- Measuring performance and monitoring.

3.6.2.4 Correcting:

The final step is the management review, it is a vital part of the continuous improvement process and so the standard itself outlines what should be included in such a review⁴³.

3.7 ISO 14001:2015:

3.7.1 ISO 14000 family:

ISO 14001 is primarily based on soft governance. It is an environmental management tool that allows a company to implement its own environmental strategy, where the minimum is to respect the constraints given by legislators. An audit of an environmental management system in a company does not replace government controls, but it reduces the frequency of these checks. The standard contains no environmental policy, but it requires an organization's management to develop and draft one.

3.7.2 Elements of the implementation of ISO 14001:

There are seven key elements of the implementation of ISO 14001: 2015

- 1) Structure and responsibility: define the role and responsibilities, allocate resources, appoint a responsible person
- 2) Describe and document elements of the system: in quality manual, procedures, etc.
- 3) Identify, control, archive the documentation, manage transfers, etc.
- 4) Operational control: manage operations and processes associated with significant environmental aspects.
- 5) Training, awareness, dev. of competences: train staff having a significant impact and make all employees aware.
- 6) Communication:
 - Internally: completely and at all levels;
 - Externally: according to scope of study.

⁴³ Ibid., p.42.

- 7) Prevent emergency situations, and develop ability to react: developing ways of prevention and identification of emergencies⁴⁴.

Conclusion of the chapter:

The objective of quality confers advantages to companies: it makes them more resilient to change that can be unexpected or even chaotic; it makes them more competitive by identifying those steps in processes that do not offer added value.

Integrating quality management system is the like a gateway to the world of quality. In this chapter, we have seen the different aspects of quality; quality management, quality management system, total quality management, their meanings, their dimensions and their benefits.

We have understood how to implement a quality management system in an efficient way and make this implementation a competitive advantage to the company because quality becomes a key ingredient for success in today's business. We have also learned the difference between certification, standard and accreditation. We have seen ISO standard (ISO9001:2015, ISO 14001:2015) and BS standard (BS- OHSAS 18001) and their benefits to the company.

⁴⁴ Michel Jaccard, *opcit.*, p. 410.

Chapter II:
**Brand, brand image and
brand identity**

Introduction of the chapter:

The brand is the most important element in the marketing strategy. The signification of “brand” has grown over the years and changed from being a name given to the product to a more complicated concept that represents a company’s identity.

The main purpose of the marketer’s activities is to influence consumers’ perception and attitude toward a brand, establish the brand image in consumers’ mind, and stimulate consumers’ actual purchasing behavior of the brand, therefore increasing sales, maximizing the market share and developing brand equity.

In this chapter, we are going to understand the different concepts related to the brand and focusing on brand image in order to get to the impact of the quality on the brand image. This chapter is structured in three sections.

In the first section, we are going to explain the brand as a concepts and the brand equity.

In the second chapter, we are going to see the concept of “the brand image”.

In the last part of the chapter, we are going to be able to distinguish the difference between brand image and brand identity and to understand the influence of the quality on the brand image.

Section 01: The Brand and its concepts**1 The brand:****1.1 Definitions of the brand:**

The American Marketing Association (AMA) defined the brand in 1960 as:

“A name, term, sign, symbol, or design, or a combination of them which is intended to identify the goods or services of one seller or a group of sellers and to differentiate them from those of competitors”¹.

“A type of product manufactured by a particular company under a particular name”².

¹LESELIE DE CHARNATONY, Brand management : Research,Theory and practice, Rootledge,2009, p.9.

“A brand is a mental benchmark in a market that relies on tangible values and intangible values”³.

Kapferer defines the brand as: *“The brand is a set of signs (a design, a name, a sound, a form...) attached to one or more products, or services that attest the authenticity, the origin and which indicates their difference from other concurrent products and services”⁴.*

1.2 Brand approaches:

Due to the fact that customers are the most important company's stakeholders, it's essential to know how to influence them. Choosing the right methods (approaches) is very important for every brand and marketing process.

1.2.1 Economic approach: The brands as a part of traditional marketing mix

It's the first approach to brand management. It is assumed that the brand can be controlled and managed by the company. This model consists of the concept of the traditional marketing mix parameters (4 P's) that are fundamental in building a brand strategy. The consumers assumed to be able to make rationally based brand consumption choices and to be focused on utility maximization. The exchange between consumers consists of isolated transactions rather than an ongoing relationship.

1.2.2 The identity approach: the brand as linked to corporate identity

The identity approach brings into focus the creation of a unified, visual and behavioral identity. It is assumed that consumers attribute identity characteristics to companies and that people form images of companies based on the total experience of the company.

1.2.3 The consumer-based approach: the brand as linked to consumer associations

The consumer-based approach assumes that the brand is cognitive construal residing in the customer's mind. It indicates that the consumer is very much in control of the brand-consumer exchange. In this approach, the company has to measure and observe customers (how they actually act in order to offer an environment and products for their needs).

1.2.4 The personality approach: the brand as human-like character

² <https://en.oxforddictionaries.com/definition/brand> , checked on 12/02/2018 at 23:29.

³ LEWIS (G) :Branding management,la marque,de l'idée à l'action,Pearson,France,2005,P12.

⁴ KAPFERER(J) :La marque, la marque en questions : réponses d'un spécialiste ,DUNOD ,Paris ,France ,2006, p.37.

The brand manager has to build an attractive and relevant brand personality that can serve as strategic tool to ensure a deep and long-lasting connection. In personality approach, the main function of the brand is to enable consumers' construction and expression of self by providing symbolic signal value.

1.2.5 The relational approach: the brand as viable relationship partner

Companies use dyadic relationship between a customer and a brand to create feeling of companionship. It assumed that consumers have the ability to endow brands with human personality traits. The brand relationship theory originates from a study into how consumers experience relationships with brands. It is implemented by research into how brand personality and relationship influence consumers' brand evaluation.

1.2.6 The community approach: the brand as pivotal point of social interaction

This new research 'cluster' acknowledges the social nature of brands and the interactive involvement of groups of consumers in the creation of brand value and brand meaning. Core to the community approach is the 'triadic' brand- consumer-relationship and social brand perspective. Marketer can benefit from the brand community.

1.2.7 The cultural approach: the brand as a part of broader cultural fabric

This cluster of brand literature introduces the cultural brand perspective where the brand acts as cultural artifact. The approach focuses on what brands do to culture and what culture can do to brands. Core to cultural approach is the theory on how brands become icons⁵.

1.3 Advantages of a strong brand:

1.3.1 Improved perception of products performance:

In both terms quality and quantity, strong brand improves customers' satisfaction rates.

1.3.2 Greater loyalty:

When your business is strongly associated with something, be it a certain quality, service, or even an emotion, you jump to the head of the pack for sales and referrals. New

⁵ LESLIE DE CHARNATONY, opcit. P.29-47-83-116-151-181-207.

customers are attracted to buy from you, while existing ones are eager to recommend you to others.

1.3.3 Less vulnerability to the competitors' marketing operations :

Strong brands tend to generate excellent market positioning and make sales more efficient which reduce the influence of market operators (competitors).

1.3.4 Less vulnerability to marketing crises:

Nowadays, the market is on perpetual changes which can influence directly the company. With a strong brand and shared value, the company can face these changes and meet the customer's expectations.

1.3.5 Larger margins:

Reputable brands are able to set higher prices because fans trust them. Whether it's a reputation for quality, expertise, or simply excellent service, these are traits that customers value and for which they will pay more. With strong brand, if prices rise that will engender just small decrease in demand.

1.3.6 More elastic consumer response to price decreases:

Having a strong, well-known brand enhances the credibility with customers, industry, and the marketplace as a whole. As the build its credibility, it also build recognition, loyalty, and competitiveness.

1.3.7 Better cooperation with distributors:

Building a strong brand and credibility reinforce trust between the company and its stakeholders. When suppliers recognize that consumers are enthusiastically seeking and buying products that bear your name, they'll want to work with you.

1.3.8 Increased marketing communications effectiveness:

People pay more attention when they recognize a brand they like in an advertisement. It's like hearing a familiar name or a song that they associate with a good time; subconscious recognition kicks in and alerts us to find out more.

1.3.9 Possible licensing opportunities:

When you already have a strong brand and loyal customers, it is often easier and less expensive to brand extension by granting licenses.

1.3.10 Better ability to recruit and retain employees:

Strong brands develop and nurture relationships with candidates and employees. Top talent wants interesting work that stimulates and challenges them. They want opportunities for career advancement which is more likely available in strong brands.

1.4 The different roles of a brand:

The brand differentiates a good or a service from the other offers responding to the same need. The differences can be functional and rational, i.e. it is related to the performance of the product, or symbolic and emotional, i.e. based on what the brand represents and embodies⁶. Building a Brand helps both the consumer and the manufacturer creating a win-win situation for both the parties.

1.4.1 The role of brand for consumers:

- a) It helps to identify the source of manufacturer of the product and simultaneously assigns a responsibility towards an organization for the branded product;
- b) Experience of customers with products of same brand help them to quickly decide whether they will want to go with their purchase decision or not making their decision easier;
- c) Brands bring with them a certain level of quality assurance⁷.

1.4.2 The role of brand for firms:

- a) For a firm, the brand provides legal protection towards unique features or aspects of the product;
- b) Brand loyalty helps organization to retain their existing customers when diversifying from one line of products to other. It provides security of demand and creates barrier for other manufactures to easily tap existing customers;
- c) Firms can charge a premium for owning a brand boosting profit on every sale;
- d) Product can be copied, but brand cannot. Once a brand is established, it's the invaluable asset for an organization;
- e) A well established brand adds towards the overall value of the firm while calculating its net worth⁸.

⁶ KOTLER(P), KELLER(K),MANCEAU(D),Marketing & management,15th edition ,PEARSON ,Paris ,France ,2015, P330.

⁷ <http://marketinglessons.in/role-of-brands-and-scope-of-branding-philip-kotler-summary> checked on 19/02/2018 at 5:20p.m.

2 Types of brands:

There are three main types of brands:

2.1 Manufacturer brand:

Manufacturer brands are created by producers and bear their chosen brand name. The producer is responsible for marketing the brand. The brand is owned by the producer.

By building their brands names, manufacturers can gain widespread distribution (for example by retailers who wants to sell the brand) and build customers loyalty. In this type of brand, the company can develop loyalty, attract new customers, enhance prestige and ensure dealer loyalty.

2.2 Service brands:

Services are products that people buy sight-unseen. People buy services purely based on their trust that the person or business they're buying from will deliver as promised. If you sell a service or run a service business, you absolutely, positively need to develop and manage a strong, positive brand image.

2.3 Private label brands:

Own-label are created and owned by businesses that operate in the distribution channel-often referred to as "distributors".

Often these distributors are retailers, but not exclusively. Sometimes the retailer's entire product range will be own-label. Own-label branding -if well carried out- can often offer the consumer excellent value for money and provide the distributor with additional bargaining power when it comes to negotiating prices and terms with manufacturer brands. In this type of brand, the company earns higher profit, with less pressure to mark down prices.

3 Brand components:

⁸ Ibid.

Leslie de Chernatony (1997) has gathered the most important definitions and classifications of the brand components which come from the different views of practitioners and academics and this is a summary of them:

Table n°II.1: Brand's components.

Authors	Tangible and visual elements	Intangible elements
Aaker (1992)	Symbols and slogans	Identity, corporate brand, integrated communications, customer relationships
Bailey and Schechter (1994)	Name, logo, colours, brand-mark, plus advertising slogan	
Biggar and Selame (1992)	Name, trademark	Positioning, brand communications
DMB & B (1993)	Product delivery	User identification; opportunity to share a dream
de Chernatony (1993a and 1993b) (atomic model)	Functional capabilities, name, legal protection	Symbolic value, service, sign of ownership, shorthand notation
de Chernatony and McWilliam (1989)	Functionality	Representationality
Dyson <i>et al.</i> (1996) (Millward-Brown)	Presence and performance	Relevance, advantage, bond
Grossman (1994)	Distinctive name, logotype, graphics and physical design	
Kapferer (1992)	Physique	Personality, relationship, culture, reflection, self-image
O'Malley (1991)	Functional values	Social and personal values
Young and Rubicam (1994)	Differentiation	Relevance, esteem and familiarity

Source: Leslie de Chernatony and Francesca Dall'Olmo Riley. European Journal of Marketing, Vol. 32 No. 11/12, 1998, MCB University Press. P107.

Every author has his own vision toward the brand components.

4 Brand dimensions:

The brand is a signifier, a sign of recognition which serves to distinguish products or services. But it is also a signified, a sign evocative of meaning, and the signifier being the necessary sensorial vehicle of the signified⁹.

4.1 The brand as a signifier:

The brand, through its identification system, offers a set of perceptible elements that activate the different senses and make it possible to identify, recognize, and distinguish it from other brands. That is to say to the set of graphic elements (name, logotype, symbol) activates the sense of the view. It more frequently integrates the other sensory dimensions; that is why we speak of sensorial identity of the brand.

4.1.1 The name:

The name is the major element that identifies a brand. We can distinguish different types of names:

- A patronymic name;
- A patronymic origin;
- A geographical name;
- An abbreviation: abbreviations constituted by the initials of several words that seal letter by letter;
- An acronym: word originates an acronym but is pronounced as an ordinary word;
- An allograph alphabetic;
- A number;
- A compound word;
- A declined word;
- An expression;
- An arbitrary word or a fantasy word.

4.1.2 Emblems :

The brand name may be associated with one or more emblems: logo, visual symbol, signature and advertising character.

4.1.2.1 The logo:

⁹ LAI (C), AIME (I), PINSON (C) : La marque, 3rd edition ,DUNOD,2016,P10.

The logo is the most widely used emblem and constitutes the official graphic representation of the brand name, it also represents a discrete universe. As a visual sign, it has two interrelated dimensions: a material face with its textual elements and / or iconographic images and a conceptual face with the mental image with which it is associated, with the interpretation that is made of it, with the story that it tells. It is thus a condensation of the brand, it identifies and refers to its associations.

There are three types of logos:

- **Alphanumeric logos:** are composed exclusively of letters and / or numbers which can be included in a simple visual symbol. Textual elements are typography, calligraphy and specific colors.
- **Mixed logos:** associate an alphanumeric logo and a symbol. Since the images are perceived faster than the words, it is important that the two signs coexist harmoniously.
- **Iconic logos** (only images) are still few in number. They correspond to an ultimate elaboration stage of the logo, this type has acquired such a degree of brand awareness that the alphanumeric logo no longer need to accompany it and that the company can decide to do without it¹⁰.

4.1.2.2 Visual Symbols:

Most commonly used to accompany the brand, and in general its logotype, are animals and animal presentations, characters, plants or minerals, objects or instruments, geometric figures.

4.1.2.3 The advertising character:

The advertising character can become an emblem of the brand if used for many years. It can be human, or animal. It may be identical to the symbol accompanying the logotype or not.

4.1.2.4 The brand signature:

It is considered as an emblem of the brand if it accompanies it durably.

4.1.3 The design:

¹⁰ Rayane Boulouadjehin, The Impact of the Advertising Display on the Brand Image, Master Thesis, p. 37.

Beyond the graphic elements (logotype, visual emblems), the identification of a brand is increasingly sought through the specialty of design, i.e. shapes, colors, materials used for the products and services that the brand signs. The design covers:

4.1.3.1 Environmental design:

It is about the design and decoration of the space. It is particularly important in service activities.

4.1.3.2 Product-design and Packaging-design:

The Product-design intervenes when designing consumer goods or capital goods. The packaging-design concerns the realization of the conditions and the packaging. Some brands seek to have very particular designs, allowing them to be identified and visually distinguished from the competition¹¹.

4.1.4 The sound:

In recent years, the sound identity has become a fairly inescapable part of the brand sensory identity. For a long time, the sound has been limited to a role of illustration, of signature in the communication or to occasional operations of sound marketing, a musical theme that accompanies a brand permanently. Today, the sound problem is an integral part of the communication strategy and is also illustrated in sales outlets¹².

4.1.5 The smell:

Like sounds, there is a search for the differentiation of brands by smells and the creation of an olfactory identity.

- In the field of products, smell is often a key element of the brand identity;
- In the field of services, olfactory dimensions are increasingly being used to identify and differentiate brands.

4.1.6 The taste:

The taste is the least worked sense in terms of brand identity sensory. It mainly affects the brands of food products but extends to brands of products carried in the mouth, such as

¹¹ Ibid. , p.38.

¹² Ibid. , p.38.

lipsticks, dental products. It is strongly related to the sense of smell. It participates in both the construction of taste and olfactory identities¹³.

4.1.7 The graphic chart:

All the constituent elements of the brand (name, emblems, design, and other sensorial dimensions) must be listed in a document, called a brand charter, to ensure homogeneity of the brand's sensorial identity. This document seeks to ensure the homogeneity of the brand's visual identity through all its supports (product packaging, stationery, business cards, delivery cars, employee uniforms, etc.)¹⁴.

4.2 The brand as signified:

In order to be a sign - or a set of signs - which makes it possible to distinguish the brands between them, the brand is associated in the minds of the consumers with content, with evocations, with a signified. This signified is fuelled by the brand name and all actions taken by the trademarks. This signified refers both to tangible dimensions (directly attributable to the physical characteristics of the mark) and intangible.

4.2.1 The tangible (functional) dimensions:

The characteristics of the products or services, their quality, their price, and the distribution points chosen reflect the brand's values and generate so many associations in the minds of consumers; trademarks are based on their product attributes to provide Functional / tangible utility to the consumer.

4.2.2 The intangible (or symbolic) dimensions:

A brand do not attract simply by what are objectively the products that it signs but also by what it represents, and strong brands possess symbolic dimensions that bring them richness and depth. They are based on values, on characteristics of personality, on emotional benefits. The brands can draw their symbolic dimension in several registers¹⁵:

- Ideology.
- Psychology.
- Sociology.

¹³ Ibid. , p. 39.

¹⁴ Ibid., p.39.

¹⁵ Ibid. , p.39.

- Culture.

5 Brand life cycles:

It is clear that the life cycle of a brand is essentially determined by factors under the control of the company: the marketing strategy adopted and the amount of effort dedicated to it.

5.2 Launching:

More than one million of brands are registered every year in the world, of which 61,583 in France in 1995. During this phase, the new brand concentrates its marketing efforts to claim its identity.

5.3 Confirmation:

Once the fashion effect is gone, sales of the low potential brands fall and these brands are de-listed from the distributors purchasing centre. The surviving brands delimit their brand territory.

5.4 Consolidation:

The recognized brands have to reaffirm their national and/or international strategic ambition, claim their difference, improve their distribution rate, etc. the objective is to 'hold' and to increase their market share.

5.5 Deployment:

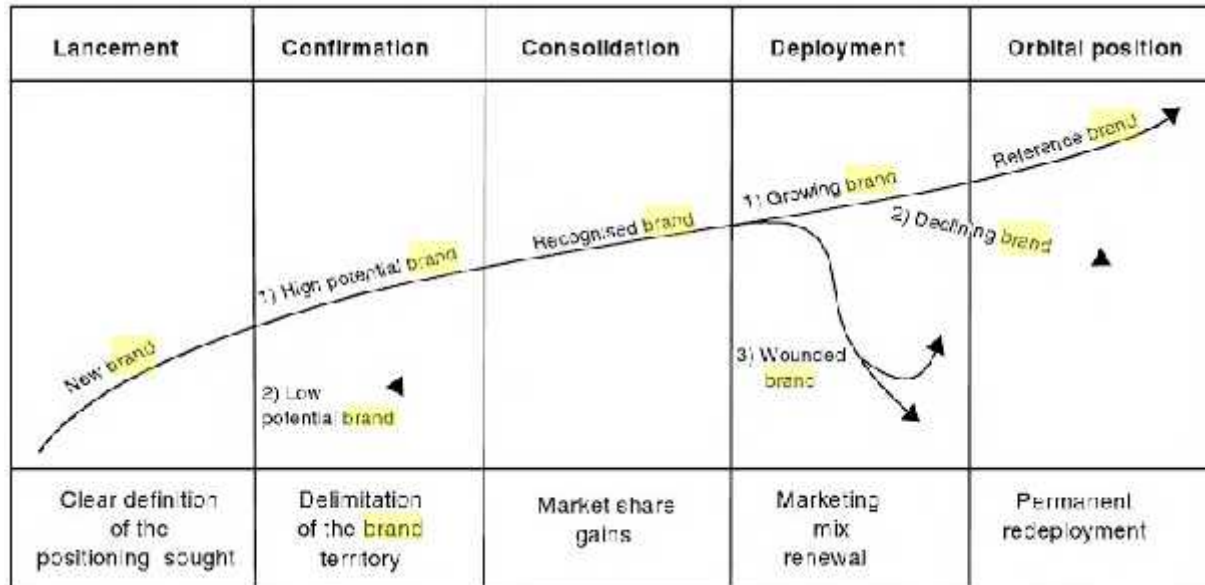
Thanks to a constant renewal of their marketing mix to meet the market changes, the expending brands redeploy and conquer new breed of consumers. Some do not find rejuvenating ideas to reinvent themselves and decline. Others have accidents.

5.6 Orbital position:

The brand is fully in charge. Rich from its accumulated experience, consolidated by its success, by its reputation and its status among its customer base, the brand has reached the high orbit. To keep that position, the brand will have to continuously create its own style and language that will be assimilated by its customers.

Even in this final phase, the brand remains threatened. The difficult trajectory of development for the five phases looks like a real combat track¹⁶.

Figure n°II.1: The brand life cycle.



Source: David A. Aacker, Erich Joachimsthaler, Brand Leadership, 6th edition, p290.

The brand life cycle is totally different from the product life cycle and it has five main phases launch, confirmation, consolidation, deployment, orbital position.

6 Branding:

Branding is a disciplined process used to build awareness and extend customer loyalty. It requires a mandate from the top and readiness to invest in the future. Branding is about seizing every opportunity to express why people should choose one brand over another. A desire to lead, outpace the competition, and give employees the best tools to reach customers is the reasons why companies leverage branding¹⁷.

7 Brand related concepts:

7.2 Brand equity:

Aacker has defined brand equity as: “the brand assets (or liabilities) linked to a brand’s name and symbol that add to (or subtract from) a product or service. These assets can be

¹⁶https://books.google.dz/books?id=c5ccBQAAQBAJ&pg=PA290&lpg=PA290&dq=blc+brand+life+cycle&source=bl&ots=8_ha1Xv2Hh&sig=sgH8LfBa7kOSVBcswWX9-aN24Dc&hl, checked on 25/02/2018 at 21:00.

¹⁷Alina wheeler, Designing brand identity, 4th edition, p. 6.

grouped into four dimensions: brand awareness, perceived quality, brand associations, and brand loyalty”¹⁸.

7.3 Brand awareness:

*“Brand awareness is the ability of a potential buyer to recognize or recall that a brand is a member of a certain product category. A link between product class and brand is involved. Brand awareness involves a continuum ranging from an uncertain feeling that the brand is recognized to a belief that it is the only one in the product category”*¹⁹.

There are three types of brand awareness that should be perused: top of mind, spontaneous, aided or prompted.

7.4 Brand loyalty:

The extent to which people are loyal to a brand. ‘It is at the heart of any brand’s value because once obtained, the loyalty persistent. Customer inertia will benefit the brand that has earned loyalty. Breaking a loyalty link is difficult and expensive for a competitor’²⁰.

7.5 Brand associations:

‘Include product attributes, design, social programs, quality, user imagery, product breath, being global, innovation, system solutions, personality and symbols. Anything that connect customer to the brand, they can be the basis for customer relationship, purchase decision, use experience and brand loyalty’²¹.

7.6 Perceived quality:

The extent to which a brand is considered to provide good quality products can be measured on the basis of the following five criteria:

- The quality offered by the product/ brand is a reason to buy it;
- Level of differentiation/ position in relation to competing brands;
- Price (as the product becomes more complex to assess, and status is at play, consumers tend to take price as a quality indicator) ;

¹⁸ A. Aacker, opcit. , p.120.

¹⁹ Ibid., p61-62.

²⁰ David Aacker, Aacker on branding, New York, 2014, p.11.

²¹ Ibid., p11.

- Availability in different sales channels (consumers have a higher quality perception of brands that are widely available);
- The number of line/ brand extensions (this can tell the consumer the brand stands for a certain quality guarantee that is applicable on a wide scale).

8 Brand strategies:

8.2 Individual branding:

Naming each product differently: its logic is based on the fact that the company fades behind each of its products. These products have enough notoriety to play their role of brand, since each product has a name; it is on this brand name that the company will communicate²².

8.3 Range branding:

A broad strategy in which a firm develops separate product range names for different families of product²³.

8.4 Overall family branding:

It is also called the “umbrella strategy” in which a group of different products are given the same name. It is a marketing practice that involves marketing many related products under a single brand name²⁴.

8.5 The Parent branding:

The “Parent brand” gives its approval to a wide and diversified set of products by covering a set of brands. The promise of the parent brand is so well known that it serves as support for other brands whose image is less strong²⁵.

9 Brand functions:

We can summarize the brand’s functions in as follows:

Table n°II.2: Brand functions

Functions	Explanation
Brand as a sign of ownership	At first brands were ways of showing who had instigated the marketing activities for the

²² Rayane Bouadjehine, opcit. p40.

²³ Ibid. , p.40.

²⁴ Ibid. , p.40.

²⁵ Ibid. , p.40.

	brand. This was an attempt to protect the formulation of the product in cases where Intellectual property protection was insufficient, and also to ensure that customers knew whether they were buying a manufacturer's brand or a retailer's brand.
Brand as a differentiating device	A strong brand undoubtedly differentiates the product from similar products, but having a strong brand name is not enough. The product also needs to be different in some way; the brand image is the communicating device that conveys the difference to the consumer
Brand as a communication device	Branding can be used to communicate functional capability. In other words, the brand conveys an image of its quality and expected performance to the consumer
.Brand as a symbolic device	The symbolism of some brands enables the consumer to say something about themselves. This is particularly apparent in the 'designer' clothes industry – a very ordinary T-shirt acquires added value because the name of the designer is printed on the front. If the consumers believe that the brand's value lies in its communication ability they will spend considerable time and effort in choosing the brand that conveys the appropriate image.
Brand as a risk reducer	Every purchase involves a degree of risk; the product might not perform as expected, and if it fails to do so then the vendor might not be prepared to make restitution. Buying a strongly branded product offers the consumer a degree of reassurance about both the product and the producer. Astute marketers find out what types of risk are of most concern to the customers or consumers and develop a brand presentation which addresses those risks
Brand as a shorthand device	Brands are used as a way of 'tagging' information about a product in the consumers' memories. This is particularly relevant when the brand is extended to other product categories, since the consumer's view of the parent brand is transferred to the new

	brand: for example, Virgin has successfully extended the brand image from records to retailing to airlines to financial services, all offering the same innovative approach and serving similar market segments.
Brand as a legal device	Brands give a certain amount of legal protection to the producer, since pack design and name can be protected where (often) the formulation of the product cannot. Strong branding offers some protection for the firm's intellectual property.
Brand as a strategic device	The assets constituting the brand can be identified and managed so that the brand maintains and builds on the added value that it represents.

Source: Jim Blythe, Essentials of Marketing, Third edition, Pearson Education, England, 2005. P153.

10 Brand status:

Typically there are four types of market dominance strategies, There are market leader, market challenger, market follower, and market nicher.

10.2 Market leader:

The market leader is dominant in its industry. It has substantial market share and extensive distribution arrangements. It is typically the industry leader in developing innovative new products and business methods.

10.3 Market challenger:

It is an organization a strong, but not dominant position that is following an aggressive strategy of trying to gain market share. It typically targets the industry leader.

10.4 Market follower:

A market follower is an organization in a strong, but not dominant position that is content to stay at that position. The rationale is that by developing strategies parallel to those of the market leader, they will gain a good share of the market while being exposed to very little risk. This is a “plays it safe” strategy.

10.5 Market nicher:

In this niche strategy the firm concentrates on a select few target segments. This is also called a **focus strategy**. The objective is focusing marketing efforts on one or two narrow market segments and tailoring the marketing mix, the organization can better meet the needs

of that target market. The firm typically looks to gain a competitive advantage through effectiveness rather than efficiency²⁶.

Section02: Brand image

1 The image:

1.1 Definition of the image:

“The image is the sole creation and property of the consumer”²⁷ by Paul Sherlock.

1.2 Types of image:

The image is perceived differently that’s why we find three types of image

- The desired image: is the image that the company wants to convey to its targets using different ways of communication, and that can be related to the brand or the product or even to the company itself;
- The transmitted image: is related to the way of presenting and communicating for the desired image to the customers and that is seen from a neutral vision;
- The perceived image: is the result of the communication campaigns launched by the company and it is the way customers perceive, see and evaluate brands, products and companies.

1.3 The image components:

1.3.1 Attributes:

- Non-product-related attributes: price, packaging;
- Brand personality attributes;
- Product-related attributes.

1.3.2 Benefits: There are three types of benefits:

- Functional benefits - what do you do better (than others);
- Emotional benefits - how do you make me feel better (than others);
- Rational benefits/support - why do I believe you (more than others).

1.3.3 Brand attitude:

²⁶ <https://smartamarketing.wordpress.com/2011/03/28/market-dominance-strategy> ,consulted 05/03/2018 at 14.30.

²⁷ J.LENDREVIE, J.Lévy et D. Lindon, DEBAYNAST(A),Publicitor,DUNOD,8thedition,Paris,France, 2014, p773.

The brand attitude is the evaluation that a consumer gives to a brand²⁸.

2 The brand image:

2.1 Definitions of the brand image:

“Brand image is the extrinsic properties of the product or service, including the ways in which the brand attempts to meet customers’ psychological or social needs”²⁹.

“Brand image is generally defined as the set of material and immaterial representations associated with a brand and organized in the memory of a group of individuals”³⁰.

2.2 Concepts related to the brand image:

2.2.1 Brand awareness:

Brand awareness measures the share of consumers who know it. it can be evaluated in three ways: to find out whether customers cite it spontaneously when stating the product category, either first (top-of-mind notoriety) or among the list of brands mentioned (spontaneous awareness), or name the brand and ask them if they know it (notoriety)³¹.

2.2.2 Reputation:

The opinion that people in general have about someone or something, or how much respect or admiration someone or something receives, based on past behavior or character³².

2.2.3 Positioning:

Positioning is the act of designing a company’s offering and image to occupy a distinctive place in the minds of the target market.

2.2.4 Perception:

Perception is the process by which we select, organize, and interpret information inputs to create a meaningful picture of the world. In marketing, perceptions are more important than reality, because perceptions affect consumers’ actual behavior.

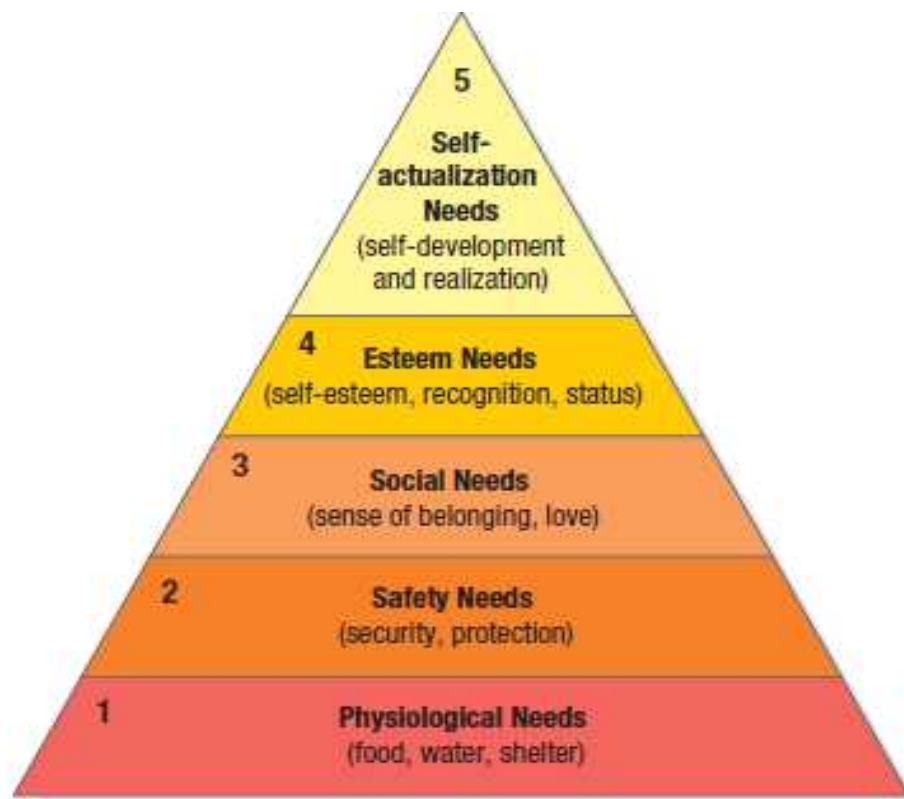
²⁸ Rayane Bouadjehine, opcit, p.50.

²⁹ KAPFERER (J) ,op.cit., P248

³⁰ LAI AND OTHERS , op.cit., P59

³¹ KOTLER(P), KELLER(K),MANCEAU(D), opcit. , p.338.

³² Cambridge Advanced Learner’s Dictionary, 3rd edition.

Figure n°II.2: Maslow's hierarchy of needs

Source: KOTLER (P), KELLER (K), Marketing & management, 14th edition, PEARSON, New jersey, USA, 2012. p161.

Maslow had introduced the human being's perception in hierarchical needs.

2.3 The role of the brand image:

According to Aaker (1994) the main role of the brand image is the value creation for both customers and companies and what gives the brand a sense and importance is the set of features which constitute its image. In this figure we illustrate the different sources of the value created by the image.

- The brand image helps the customer to process the information he receives: the brand image gathers a set of characteristics which make it easy for the customer to process the information, and helps him to remember some points such as the logo, the brand name and to decide what product gives him more satisfaction.
- The image differentiates: one of the most important roles of the image is the ability to differentiate the product of a company from those of the competition. A trait which can differentiate clearly the brand from its competitors can be a good competitive advantage.

- Gives the customer reasons to purchase: a good brand image is a reliable reason to buy the product of a company and not that of its competitor. The brand image conveys the quality, the advantages and the benefits that make the product more valuable for the customer.
- Develops positive attitudes: the use of stars to communicate for the brand, attractive and interesting symbols and slogans can help to increase the brand value and to protect the brand from any critics.
- The image permits brand extensions: the image traits can make the brand extension acceptable for the customers and give the feeling of coherence between the brand and the new product, and as a result this new product will have the suitable positioning³³.

2.4 How to build a good image?

Westphalen talks about four principles which permit to build a good image of a company:

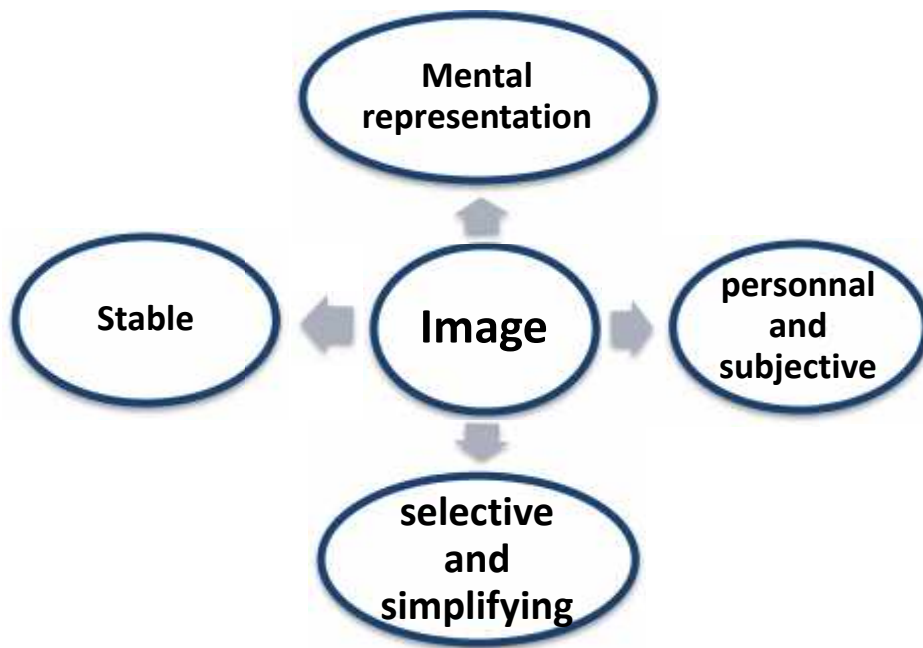
- The right image: It permits to the company to be known for its real characteristics. The image communication should be credible in the interior and the exterior of the company to reflect the real identity of the company, the gap between the transmitted image and the propagated image (manifestations) is very dangerous because that will affect the employees, distributors, the product image and the customers behavior towards the brand.
- Positive image: it presents the company positively to the public especially those which operate in unknown sectors or do hated activities.
- Original image: An original image distinguishes the company from its competitors. Managing the image of a company which wants to do the same as the other companies existing in the same sector is pointless; companies are obliged to have a real personality and to be different and unique.
- Durable image: The life of a company depends also on the strength of its image. The durability of the image is logically related to its efficacy; inaccurate image disappears quickly³⁴.

2.5 Characteristics of the brand image:

The figure below shows the main characteristics of the brand image.

³³ David. A. Aaker, le management du capital marque, DALLOZ, 1ère édition, Paris, 1994. p118-120.

³⁴ WESTPHELEN M.H., Communicator : Le guide de la communication d'entreprise, Dunod 3^{ème} ed., PARIS, P. 11-12-13.

Figure n°II.3: The characteristics of the brand image.

Source: LENDREVIE(J), LEVY(J) and Lindon(D). Mercator, 7^{ème} édition, Dalloz, Paris,P230.

Getting a good brand image is the main objective of the companies.

2.6 Brand image sources:

- 2.6.1 **The product:** The perception of the attributes of current products (appearance, reliability, price...);
- 2.6.2 **Customers experience:** Especially the quality of service at the time of purchase or after the sale;
- 2.6.3 **Brand communication:** Including all its forms: advertising, PR, sales promotion, event communication, website, social networks, etc.
- 2.6.4 **Communication around the brand non-controlled by the company:** Word of mouth, editorial;
- 2.6.5 **The image** given by the customers of the brand³⁵.

3 Choose, create, and conserve the brand image traits:

3.1. How to choose brand image traits?

The main role of the brand image is the positioning of the brand and its products. To choose the appropriate traits which can help to get the desired positioning, brand managers should analyze three elements:

³⁵ Ibid., P2943.

- The image: the goal is to choose the traits which are coherent with:
 - ✓ The objective attributes of the product;
 - ✓ The brand identity.
- the market and the target: the goal here is to choose the traits which:
 - ✓ Give a major reason to buy the product;
 - ✓ Add a surplus to the brand.
- Analysis of the image in relation to the rivals: good image traits are those which—
can differentiate effectively the brand from its competitors.

3.2. How to create brand image traits?

There are many techniques to create new brand image traits:

- Identify and use the more significant elements for the customer;
- Give the product a credible image ;
- Understand how the customer classifies the brands in different categories ;
- Understand unexpected attitudes ;
- Promotions ;
- Editorial ;
- Involve the customer ;
- Change the image (sometimes it is very complicated to change the image and create a new brand identity).

3.3. Maintain the image traits:

Maintaining a good brand image is often more difficult than building a new one. There are three essential principals that we should respect to keep the brand image in the desired position:

- ✓ Continuity of actions;
- ✓ Follow the marketing plan
- ✓ The effective reaction to prevent the bad consequences of a crisis.

Section 03: Brand identity

1 Brand identity:

1.1 Definitions of brand identity:

Aaker, D. (1996) claims that brand identity has a personality like a human. It provides purpose and meaning for the brand and is essential to the brand strategy. He states that:

“A set of associations the brand strategists seek to create or maintain”³⁶.

“Brand identity is tangible and appeals to the senses. You can see it, touch it, hold it, hear it, watch it move. Brand identity fuels recognition, amplifies differentiation, and makes big ideas and meaning accessible. Brand identity takes disparate elements and unifies them into whole systems”³⁷.

1.2 Brand identity components:

According to Aaker, a particularly important concept for building brand equity is brand identity; the unique set of brand associations that represent what the brand stands for and promises to customers. Aaker sees brand identity as consisting of 12 dimensions organized around 4 perspectives:

- brand-as-product (product scope, product attributes, quality/value, uses, users, country of origin);
- brand-as-organization (organizational attributes, local versus global);
- brand-as person (brand personality, brand-customer relationships);
- brand-as-symbol (visual imagery/metaphors and brand heritage).

1.3 Brand identity prism model:

Brand identity is portrayed as a prism with six sides, representing physique, personality, culture, self-image, reflection and relationship. Strong brand identities have coherence among these facets which underlie strategic decisions.

1.3.1 Physique: is the set of the brand’s physical features, which are evoked in people when the brand’s name is mentioned.

1.3.2 Personality: is the brand character. This can be realized by using a specific style of writing, using specific design features or using specific color schemes. Also celebrity can be used to vitalize a brand.

1.3.3 Culture: is the system of values and basic principles on which a brand has to base its behavior (products and communication).

1.3.4 Self-image: is kind of a mirror the target group holds up to itself.

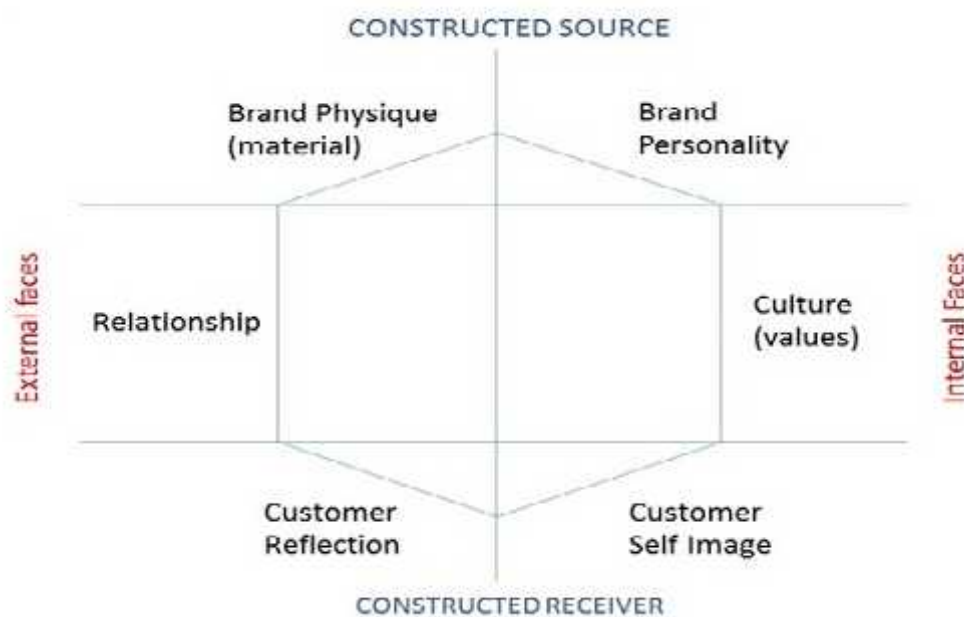
³⁶ Leslie De Chernatony, opcit. , p.12.

³⁷ Alina wheeler, opcit. ,p.4.

1.3.5 Reflection: what does the brand represent in the customers mind or rather the customer mind-set as reflected on the brand. It makes reference to the stereotypical user of the brand and is the source for identification.

1.3.6 Relationship: the strength of the relationship between the brand and the customer. It may represent beliefs and associations in the human world. A brand can symbolize a certain relationship between people.

Figure n°II.4: Brand identity prism



Source: https://www.tutorialspoint.com/brand_management/brand_identity_and_positioning.htm , checked on 05/03/2018 at 18:30.

Brand identity prism enables the brand managers to assess the strengths and weaknesses of their brand using the six aspects of this prism. It also helps to find the ways of creating the brand loyalty and financial value.

1.4 Why investing on brand identity?

- Make it easy for customer to buy;
- Make it easy for the sales force to sell;
- Make it easy to build brand equity.

1.5 The importance of brand identity:

The best identity programs embody and advance the company's brand by supporting desired perceptions. Identity expresses itself in every touch point of the brand and becomes intrinsic to a company's culture.

2 Communication:

2.1 Marketing communications mix:

The marketing communications mix consists of eight major modes of communication

2.1.1 Advertising:

Any paid form of non-personal presentation and promotion of ideas, goods, or services by an identified sponsor via print media (newspapers and magazines), broadcast media (radio and television), network media (telephone, cable, satellite, wireless), electronic media (audiotape, videotape, videodisk, CD-ROM, Web page), and display media (billboards, signs, posters).

2.1.2 Sales promotion :

A variety of short-term incentives to encourage trial or purchase of a product or service including consumer promotions (such as samples, coupons, and premiums), trade promotions (such as advertising and display allowances), and business and sales force promotions (contests for sales reps).

2.1.3 Events and experiences:

Company-sponsored activities and programs designed to create daily or special brand-related interactions with consumers, including sports, arts, entertainment, and cause events as well as less formal activities.

2.1.4 Public relations and publicity:

A variety of programs directed internally to employees of the company or externally to consumers, other firms, the government, and media to promote or protect a company's image or its individual product communications.

2.1.5 Direct marketing:

Use of mail, telephone, fax, e-mail, or Internet to communicate directly with or solicit response or dialogue from specific customers and prospects.

2.1.6 Interactive marketing:

Online activities and programs designed to engage customers or prospects and directly or indirectly raise awareness, improve image, or elicit sales of products and services.

2.1.7 Word-of-mouth marketing:

People-to-people oral, written, or electronic communications that relate to the merits or experiences of purchasing or using products or services.

2.1.8 Personal selling:

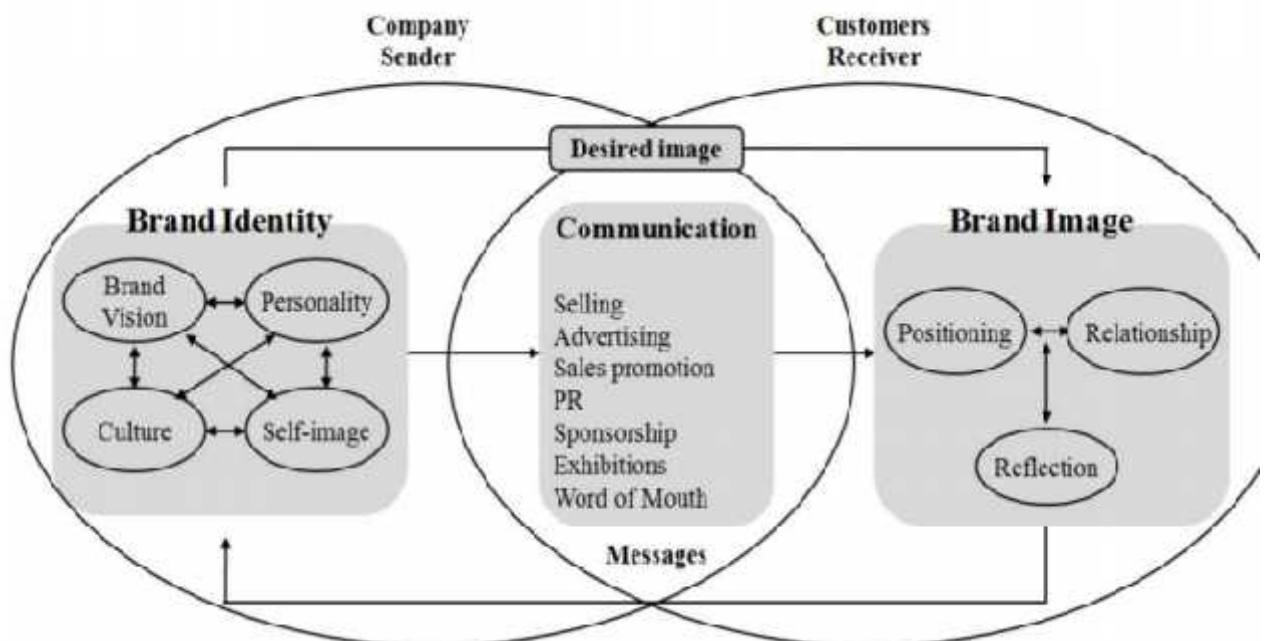
Face-to-face interaction with one or more prospective purchasers for the purpose of making presentations, answering questions, and procuring orders.

2.2 The role of communication:

Marketing communications are the means by which firms attempt to inform, persuade, and remind consumers directly or indirectly about the products and brands they sell. In a sense, marketing communications represent the voice of the company and its brands; they are a means by which the firm can establish a dialogue and build relationships with consumers. By strengthening customer loyalty, marketing communications can contribute to customer equity.

Marketing communications also work for consumers when they show how and why a product is used, by whom, where, and when. Consumers can learn who makes the product and what the company and brand stand for, and they can get an incentive for trial or use. Marketing communications allow companies to link their brands to other people, places, events, brands, experiences, feelings, and things. They can contribute to brand equity by establishing the brand in memory and creating a brand image as well as drive sales and even affect shareholder value.

Figure n°II.5: The role of communication.



Source: Seowh. Kang, how do Korean automobile companies adapt brand management to the Swedish market, Master's thesis, Linnaeus University, 2010, P24.

Brand image is the reflection of the brand identity in the customers mind through communication.

3 Brand image, brand identity and position:

3.1 Differences between brand image and brand identity:

The main differences between brand identity and brand image:

Table n°II.3: The differences between brand image and brand identity.

Brand identity	Brand image
• How strategists want the brand to be perceived • Source/ company focused • Created by managerial activities • Encoded by ‘ brand originator’ • Identity is sent • Should be active and look to the future, reflecting associations aspired for brand • Should be strategic, reflecting a business strategy leading to sustainable advantage • Should reflect brand’s enduring qualities	• How the brand is now perceived • Receiver/ target audience focused • Created by the perceptions of customers • Decoded by ‘brand receiver’ • Image is received/perceived • Is passive and looks to the past • Tends to be tactical • Might not be salient

Source: Own conception .

3.2 Brand identity and brand image:

Brand identity is distinguished from brand image, which is the consumer's perception of the brand. Kapferer states that brand image is a changing notion, whereas brand identity is the brand's very being. However, brand image and brand identity should be similar if brand identity is being communicated effectively. Although brand image can change, change occurs slowly.

3.3 Brand identity and positioning:

A brand position is the part of brand identity and value proposition that is to be communicated and that demonstrates an advantage over competing brands. The brand positioning occurs when the search for brand identity becomes a search for a brand position.

Brand identity, brand image and brand positioning:

Figure n°II.6: Brand management.



Source: https://fr.slideshare.net/vedikat/brand-identity-1663804?next_slideshow=1 checked on 05/03/18 at 18:07.

4 The impact of quality on the brand image:

The quality is based on all the characteristics of the product or service. It is a cornerstone of the customer satisfaction and profitability of the company. Marketing plays a vital role in this search for quality, but all departments of the company must be involved.

In order to maintain and enhance the brand image, the company seeks for factors that can influence the customer's mind and the way the brand is perceived. One of these factors is the quality, the quality is considered as key benefit to gain the customer trust, loyalty and satisfaction all that by improving the product's features, performance, reliability, conformance to specification, durability, ability to serve, attractiveness.

Conclusion of the chapter

All the elements of a brand image are important and are not coincidental, because all the elements are symbolic and support the message that the company wants to convey. However, even if a brand image is well manufactured, it is important to make it evolve over time so that it survives.

The brand is not just a name or a logo, it goes further than that it is an identity, a promise given to the consumer and it is what the company stands for, for that reason it has a huge importance. It is both an advantage; if it is well created and well developed and it could present a risk if it is handled with neglect. Although a brand is not created in one day, and could take a long time to be named “a strong brand”, a lot of strategies, techniques, but it is worth all the work because brands can last even when products can't.

The main objective of any company is to maintain its brand image and try to be perceived in a positive way by developing communication policy that help the customer to identify the real identity of the brand.

Chapter III:

**The role of TQM in
reinforcing the brand
image of AGRODIV
“Les Moulins des Zibans”**

Introduction of the chapter:

Total Quality Management has become nowadays a hot topic that researchers as well as practitioners are interested about; in our study we are interested on the way the quality can influence the brand image.

In this chapter, we'll going to present Agrodiv les Moulins des Zibans, as we will do a quantitative research about the impact of TQM on the brand image.

In the first section, we are going to present the company AGRODIV and its subsidiary Les Moulins des Zibans.

In the second section, we are going to explain the research methodology; questionnaire and the types of questions asked.

In the third section, we are going to present our study's results using both Excel and SPSS.

Section01: General presentation of the company

1 Presentation of the company:

1.1 Presentation of AGRODIV:

Resulting from the legal transformation of the ex- SGP TRAGRAL and the fusion by absorption of the ex-SGP COJUB and CEGRO. It has a capital of 10.26 billion DA. It operates in the subsidiaries cereals, yeast, jus, and drinks.

1.1.1 Agrodiv group's subsidiaries:

In 2017, the Agrodiv group is composed of nine operating subsidiaries:

- Six cereal subsidiaries (Centre, Ouest, Zibans, Laghouat, Sétif et Constantine) ;
- Distribution subsidiary (DICOPA);
- Un agricole (AGROSUD);
- Research and development subsidiary in agri-food industry.

These entities also control 35 units spread over the national territory.

1.2 Agrodiv's products:

- Cereal flour and semolina;
- Pasta;
- Juice;
- Sodas, cola and drink;
- Baking powder;
- Couscous;
- Coated cookies;

- Filled cookies;
- Candy;
- Chocolate.

1.2.1 The mills of Agrodiv:

- Zibans (el kantara Biskra) unit;
- Sidi Reghis Om bouaghi unit;
- Al Awras Batna (Aris, Batna) unit;
- Aouinet Tbessa unit;
- Wahat Tougert unit.

1.3 Presentation of “Filiale céréales les Zibans”:

The ex- subsidiary of ERIAD Sétif, filiale céréales les Moulins des Zibans is a joint-stock company.

The main activities of “filiale céréales les Moulins des Zibans” is the transformation of cereals (durum wheat, bread wheat) and then the commercialization of derivative products (semolina, flour).

The company also commercializes Agrodiv subsidiaries' products (rice, drink, couscous, pasta...).

1.3.1 Technical card:

Table n°III.1: Technical card

Designation	MOULINS DE ZIBAN
Name	Les Moulins des Zibans
Logo	
Registered office	Zone industrielle el kantara- Biskra- RN°3
Hierarchical dependence	Mr. KATEB Saci
Capital	896 260 000,00 DA
Economic form	Manufacturing, commercializing company
Legal form	SPA Company

Source: own conception.

1.3.2 Geographical location:

La filiale céréale Zibans is located in the industrial zone of El-kantara, Biskra, national road n° 03, its location is characterized by fast access to the north- south, which is an advantage for the company, because it allows a better routing of its products.

1.3.3 Organizational chart of the company (view annex n°III.1)

1.3.4 The company's missions:

In the course of its existence, the company succeeded in gaining a place in a much larger and more powerful market and for that, many objectives and missions have been traced in order to be realized. Among These missions and objectives assigned, we quote:

- The main mission of Les Moulins de Zibans brand is to offer 100% Algerian products to consumers;
- Enabling Algerian consumers to have local products with affordable price and good quality;
- Be the leader on the national market;
- Increase quantities produced and profit;
- Achieve maximum perfection of production and sales;
- Industrial development, production, innovation, promotion, marketing, Distribution of the company;
- Being an economic force and providing jobs;
- Improving the products quality;
- Satisfying customers;
- Win the Customer loyalty.

2 The quality in AGRODIV "Les Moulins des Zibans":

Improving the quality of its product has been the major interest of the Agroddiv and its subsidiaries. Les Moulins des Zibans has implemented a quality management system in order to improve customers' satisfaction.

Quality is a form of management that is composed of the double approach of driving an organization towards excellence, while conforming to established standards and laws.

Les Moulins des Zibans has integrated a quality management system that determines policy of improvement of customer satisfaction in order to prevent risks and to improve performance, this system called integrated management system consists of three systems (ISO9001, OHSAS18001, and ISO14001) in order to function with more efficiency.

Integrated management system allows the company to take in consideration, in its management, the triple dimensions (Quality, health and safety, environment).

3 The company's values:

The philosophy and objectives of Les Moulins des Zibans, since the creation of the company, were to distinguish themselves, to make it a point of honor to offer its customers an irreproachable service from the beginning with relevant advice, to offer the product with the best quality and price, to be able to deliver the most powerful products that can be found on the Algerian market.

4 The market of AGRODIV "Les Moulins de Zibans" (Agri-food industries):

Algeria's agri-food industries boomed in the 1970s with public development programs aimed at creating national companies particularly in cereals, milk, water and drink sectors.

These sectors remain the most important but are now followed by those of sugar, meat, preserves, etc. Agri-food industries have experienced remarkable growth over the last 15 years and growth prospects are even more important for the future, given the importance of Algerian demand and export opportunities in certain sectors.

Algeria wants to take advantage of oil revenues to promote the development of production in the heavily deficit sectors (cereals, milk, meat...) and promote transformation.

In the eyes of the government, the agri-food industries are of great importance because they aim to ensure the food security of the country but also because agriculture and agri-food industries employ about 23% of the active population and contribute 12% of the GDP (of which 2% from the agri-food industries).

The agri-food industries represent at least 17000 companies and generate more than 140000 jobs but the sector export very little, despite the potential for certain products. This sector must continue to develop, modernize and improve their standards.

5 The marketing strategy of Les Moulins des Zibans:

5.1 Segmentation, targeting and positioning:

In business to business markets, segmentation criteria are nested. I noticed that the company segmented its markets according to the geographical criteria (by region), socio-demographic criteria, the purchasing methods, the situational factors, the personal characteristics of the buyers.

Table n°III.2: Segmentation criteria in the company's market.

Segmentation criteria	The company in its market
-----------------------	---------------------------

Geographic criteria	The company operates in east, south-east and central Algeria because in these regions semolina consumption is important.
Socio-demographic criteria	- High rural population; - A majority youth population.
Exploitation parameters	- The company's products are consumer ; - The use of the latest Turkish and Italian technology machines;
Purchasing methods	- Purchasing criteria (quality according to standards); - The company is looking for long-term partnerships.
Situational factors	The company segment markets according to the order size and its degree of urgency.
Personal characteristics of the customers	The area where the company operates, is characterized by a close buyer are more loyal and collaborate with the company.

Source: own conception.

5.1.1 Market coverage:

The company seeks to cover all market segments. An undifferentiated marketing strategy involves designing a product and a marketing plan that will attract as many buyers as possible because consumers have relatively consistent expectations for the product category. However, the company opts for differentiated marketing, which consists of designing different products and action plans for each segment of the market.

5.2 Mix marketing:

5.2.1 The product:

Les Moulins des Zibans produces a lot of products in multiple categories.

Table n°III.3 : Les moulins des Zibans' products.

Product	Weight (kg)	Packaging
Semolina		
Extra	25	Polypropylene
Extra	10	Polypropylene
Extra	05	Polypropylene
Extra	02	Kraft
Extra	01	Kraft
Courante	25	Polypropylene
Flour		
Panifiable	50	Polypropylene
Panifiable	25	Polypropylene
Panifiable	10	Polypropylene
Panifiable	05	Kraft
Panifiable	02	Kraft
Panifiable	01	Kraft
Superior	05	Kraft
Superior	02	Kraft
Superior	01	Kraft

Source: Internal document of the company.

5.2.1.1 The packaging:

After the purchase of the subsidiary by AGRODIV, the company must change the packaging of these products in order to present the new brand in the packaging.

There are several types of packaging made of the basis of cardboard paper especially for: flour 5kg, 1kg, and semolina of 1kg, 2kg, and packaging made from plastic base for: 50kg flour and the 10kg, 25kg semolina. The choice of packaging is based on product weight; 5kg and less the company uses cardboard paper packaging because it is a little fragile compared to the plastic packaging used for trucks (more than 5kg).

5.2.2 The price:

There are several issues that come with pricing: commodity prices, production costs, distribution and transportation costs plus a profit margin.

5.2.2.1 Who decides the prices in the company?

- General Manager;
- Commercial director;
- Chief commercial service;
- Chief distribution service;
- Auditors.

5.2.2.2 The company products' prices (view annex n°III.2)

5.2.3 The distribution:

Presented by Mr. NACRI Issam chief distribution service, the company uses two distribution modes; a distribution made by itself another resorts to intermediaries.

Les Moulins des Zibans practices what we called intensive policy to distribute the products in a maximum of points of sale. It covers a large geographical area, to conquer an important market share, to know the product quickly and to increase the turnover.

The choice of distribution channel depends on the customers, if the customer has his own means of transport, he takes the responsibility of transporting the product. If the customer asks for transportation the company offers its service for symbolic margin.

5.2.4 The communication:

Interactive communication is the best way to develop a business. Based on this concept, the company has given importance to communication, which is a managerial function and a strategic lever of the company. It is endowed with an articulated, coherent, and evolving system capable of meeting the communication revolution and globalization. The competitive environment requires modernization of the different modes of communication.

5.2.4.1 The company uses different modes of communication:

5.2.4.1.1 Sales promotion:

In order to increase its market share, the company uses that policy and occasional promotion such as: Ramadan.

5.2.4.1.2 Public relations:

The company always tries to improve its image through programs and external interlocutors.

5.2.4.1.3 Word of mouth

There is also a project to implement a new strategy that is online marketing because it has become an obligation to touch the largest public mass and to have competitive advantage.

6 The choice of Les Moulins des Zibans as study case:

The choice of the company Les Moulins des Zibans was after a very long quest to find an adequate company. This choice however turned out to be very suitable considering that is a manufacturing company that aims to integrate a Total Quality Management philosophy in its organizational structure in order to enhance its brand image and to gain the customer's trust. The last experience I have passed in this company (internship of 2nd year master) allowed me to integrate into the staff easily.

Section02: Research methodology

1 The research objectives:

To reinforce the results using a research method that serves the nature of the theme, we decided to make an external research and that is by addressing to consumers. It consists on selecting a sample survey which needs to be representative, than conduct a survey using a questionnaire.

The objectives of our survey are to:

- Collect the missing information to complete the study;
- Confirm or reject the proposed hypotheses.

1.1 The quantitative research:

To get a more representative results, we choose to use a quantitative method to carry on with our research; more specifically the questionnaire.

1.2 The questionnaire:

“Direct technique of scientific survey used with individuals that allows them to be interrogated in a directive way and to make a quantitative levy in order to find mathematical relations and to make quantified comparisons”¹.

The questionnaire of these study contains 4 questions related to the identification of the respondent and 19 question; comprehensive and direct questions related to both quality and brand image in order to correctly measure the impact of TQM on the brand image.

In our questionnaire, we decided to ask the consumers different types of questions, that are related to the brand image and the quality and we tried to make them evaluate the brand image of les Moulins des Zibans based on different criteria, and the quality of the products.

1.2.1 The content of the questionnaire and the types of questions asked:

Our questionnaire was aimed at consumers and contained 19 questions of different types (closed, open and scale), along with the demographic information questions.

a) Closed questions:

This type of questions imposes on the respondent a specific form of response (a limited number of response choices). The closed questions can be:

b) Dichotomous:

These are simple questions that ask respondents to answer in yes or no. one major drawback with dichotomous questions is that it cannot analyze the answers between yes and no, there is no scope for a middle perspective.

c) Multiple choices:

Multiple choice questions, where respondents are restricted to choose among any of the given multiple choice answers are known as closed format or closed-ended questions. There is no fixed limit as to how many multiple choices should be given and this type of question is easy at performing preliminary analysis ideal for calculating statistical data and percentage.

d) The open questions:

Open format questions or open-ended questions give your audience an opportunity to express their opinions in a free flowing manner. Including open format questions permits to get insightful and even unexpected suggestions.

¹ CHABANI (S), OUACHERINE (H) : Guide de méthodologie de la recherche en science sociales, 1^{ère} édition, 2013, P65.

e) The rating scale questions:

In rating scale questions, the respondents are asked to rate a particular issue on a scale that ranges between poor to good.

f) Likert questions:

Likert questions can help you ascertain how strongly your respondents agree to a particular statement. Such type of questions also helps you assess how your customers feel towards a certain issue, product or service.

g) Bipolar questions:

Bipolar questions are the ones having two extreme answers written at the opposite ends of the scale. The respondents are asked to mark their responses between those two².

1.3 The sampling:

In order to meet our objective, we have used the sample survey. The survey mode used is "random simple", to touch different individuals of the population.

1.3.1 The size of sampling:

Our questionnaire was submitted to the general public, it is constituted on the basis of the responses of 100 individuals and we have chosen Biskra as region to our research. The mode of choice of sample number "by convenience" is the mode most used in quantitative research.

1.3.2 The administration of the sampling:

Our questionnaire was launched online through social media, and that is to obtain fast results and to touch different categories (Algerian customers from different regions in Biskra). It was also useful to use a new method to collect information and that is to help the respondent take his time on answering the questions, and choosing the convenient time and place for him to answer the questions (when he is most comfortable), beside some people don't like to be supervised while answering, all that explains why we have chosen to use an online questionnaire.

The two variables of the theme were very ambiguous to the public, for the good running of the questionnaire, we tried to simplify the meaning of the concept of TQM and

² <http://www.outsource2india.com/kpo/articles/questionnaire-type-questions.asp> checked on 20/04/2018 at 12 p.m.

mention it implicitly as an aspect of quality so it could be clear and easy to understand especially for customers.

1.3.3 Analysis of the results:

After the collection of the answers we have classified and structured the answers to create a data base. For data processing we will use both Excel and the SPSS statistical software for flat sorting and cross-sorting.

- **Flat sorting:** This method consists of studying each question separately; it makes it possible to calculate the answers of each question in terms of numbers and in terms of the percentages, which will enable us to check our hypotheses.
- **Cross-sorting:** It compares the answers to multiple questions. It also makes it possible to check the existence of a relationship between two variables to explain certain results.

Section 03: Result presentation and data analysis

In this section we will try to present, explain and analyze the results of the questionnaire.

1 Demographic information of the respondents:

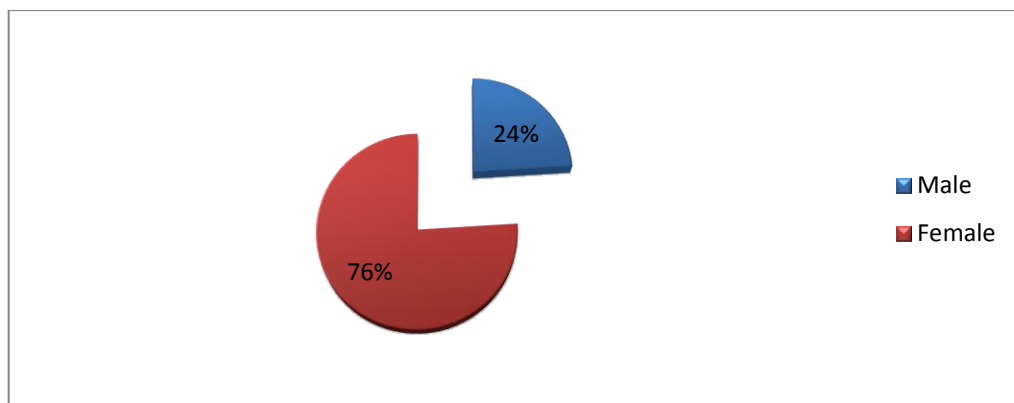
1.1 Description of the respondents' gender:

Table n°III.4: Gender diversity of the respondents.

Gender	Frequency	Percentage (%)
Male	24	24
Female	76	76
Total	100	100

Source: own conception based on the questionnaire's data.

Figure n°III.1: Respondents' gender.



Source: own conception based on the questionnaire's data- Excel.

Comment:

The above chart shows that the majority of the respondents were women (76%), which make the sample very representative, because women are more interested in agri-food products more than men who represent only (24%) of the respondents.

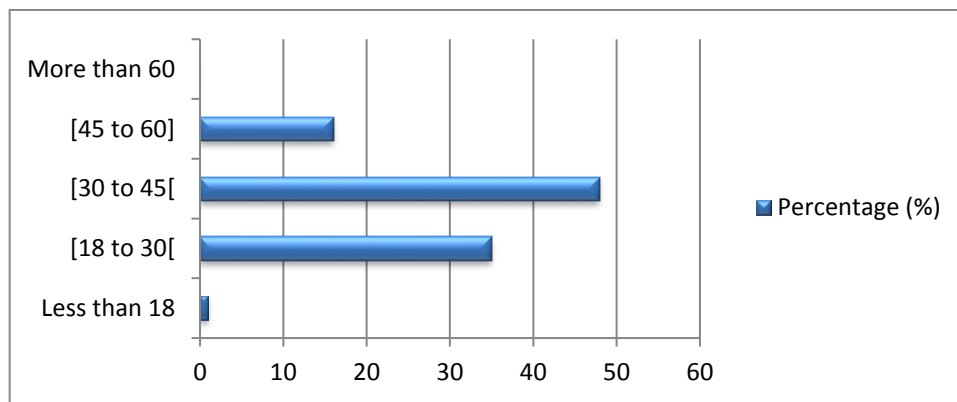
1.2 Respondent's ages:

Table n°III.5: The respondents' ages.

Age (years old)	Frequency	Percentage (%)
Less than 18	1	1
[18 to 30[	35	35
[30 to 45[	48	48
[45 to 60]	16	16
More than 60	0	0
Total	100	100

Source: own conception based on questionnaire data

Figure n°III.2: The respondent's ages.



Source: own conception based on the questionnaire's data- Excel.

Comment:

From the bars above we can see that the majority of respondents (48%) are aged between 30 and 45, this is a good indicator for a representative sample, because young people constitute the majority of the Algerian population. Besides, this age category is the most dynamic and has an important influence on the purchase actions.

1.3 Respondents' occupations:

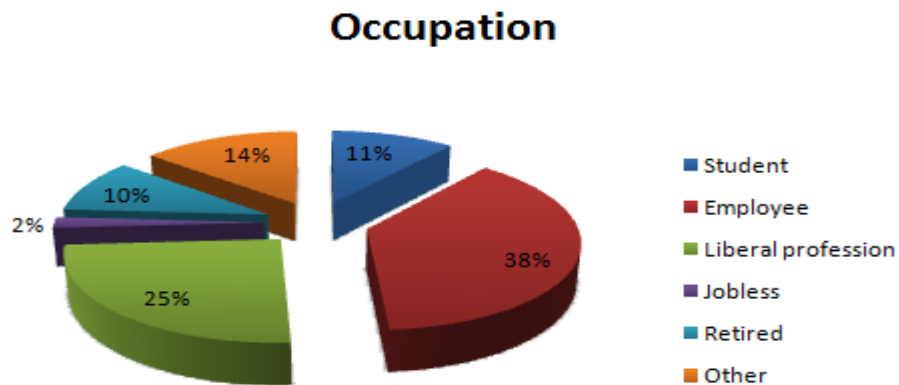
Table n°III.6: The respondents' occupation.

Occupations	Frequency	Percentage (%)
Student	11	11
Employee	38	38
Liberal profession	25	25
Jobless	2	2

Retired	10	10
Other	14	14
Total	100	100

Source : own conception based on the questionnaire's date.

Figure n°III.3: The respondents' occupations.



Source: own conception based on the questionnaire's data- Excel.

Comment:

From the chart above we can see that 38% of the respondents are employees with an important purchasing power, which make the sample representative. The result shows a diversity of the simple.

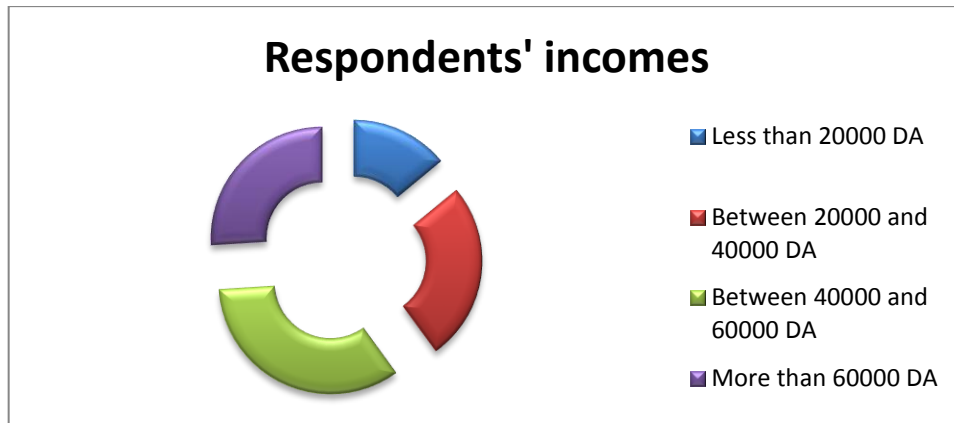
1.4 Respondents' income:

Table n°III.7: The respondents' incomes.

Income	Frequency	Percentage (%)
Less than 20000 DA	14	14
Between 20000 DA and 40000 DA	26	26
Between 40000 DA and 60000 DA	34	34
More than 60000 DA	26	26

Source: Own conception based on the questionnaire's data.

Figure n°III.4: The respondents' incomes.



Source: Own conception based on questionnaire's data-Excel.

Comment:

The annulus above shows that 34% of the sample represents people with an income that is between 20000 DA and 60000 DA; we can explain that by the fact that most of the sample is employees and people working in liberal profession.

2 The main questions:

2.1 Flat sorting:

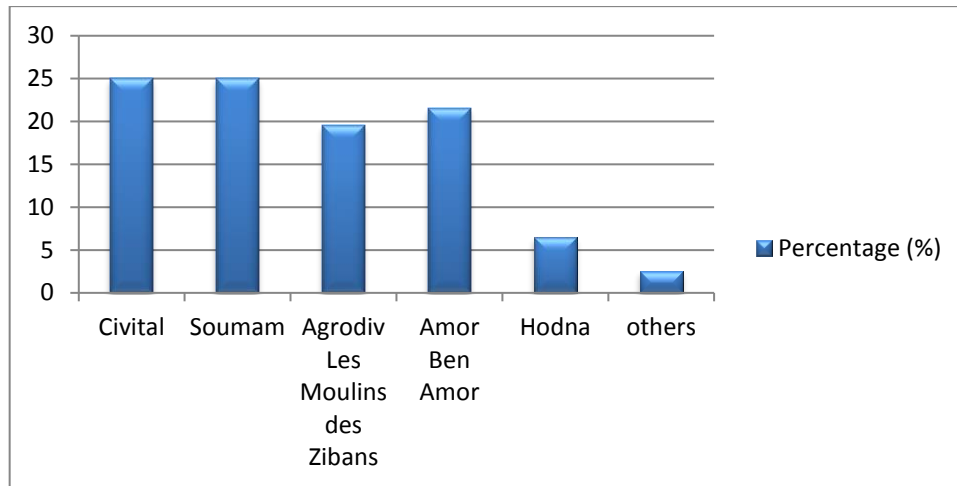
❖ **Question n°1:** Which of these agri-food brands do you know?

Table n°III.8: Agri-food brands.

Brand	Frequency	Percentage (%)
Civital	100	25
Soumam	100	25
Agrodiv les Moulins des Zibans	66	16.5
Amor Ben Amor	86	21.5
Hodna	38	9.5
Others	10	2.5
Total	400	100

Source : Own conception based on questionnaire's data.

Figure n°III.5: Agri-food brands.



Source: Own conception based on the questionnaire's data.

Comment:

The above graph shows that the brand awareness of Civital and Soummam is the most remarkable because of the communication policy and ancientness in the market; on the other side we can see Les Moulins des Zibans with 16.5%.

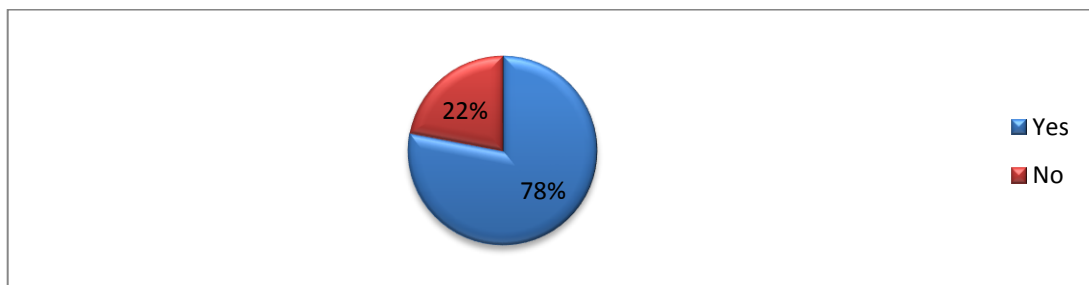
❖ **Question n°2:** Are you familiar with the brand Agrodiv Les Moulins des Zibans?

Table n°III.9: The awareness of Agrodiv Les Moulins des Zibans.

The awareness of Agrodiv Les Moulins des Zibans	Frequency	Percentage (%)
Yes	78	78
No	22	22
Total	100	100

Source: Own conception based on the questionnaire's data.

Figure n°III.6: The brand awareness of Les Moulins des Zibans.



Source: own conception based on questionnaire's data-Excel.

Comment:

As we see in the chart above 78% of the sample is familiar with the brand, this shows the strong brand awareness of Les Moulins des Zibans in wilaya of Biskra.

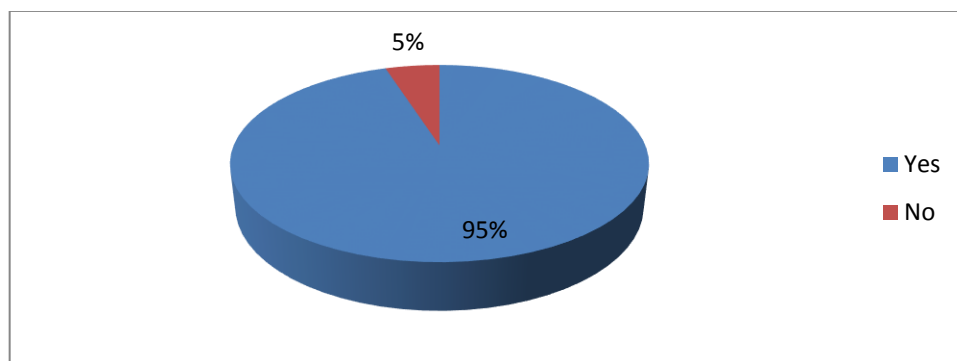
- ❖ **Question n°3:** Do you consider yourself as Agroddiv les Moulins des Zibans' customer?

Table n°III.10: Respondents considered as customers.

Affirmation	Frequency	Percentage (%)
Yes	74	95
No	4	5
Total	78	100

Source: own conception based on the questionnaire's data.

Figure n°III.7: Respondents considered as customers.



Source: own conception based on the questionnaire's data.

Comment:

The chart above shows that 95% of the sample is considered as customers, showing the great place occupied by the company and its products. This result makes the sample very representative to continue our research with.

- ❖ **Question n°4:** Which of these products do you usually consume?

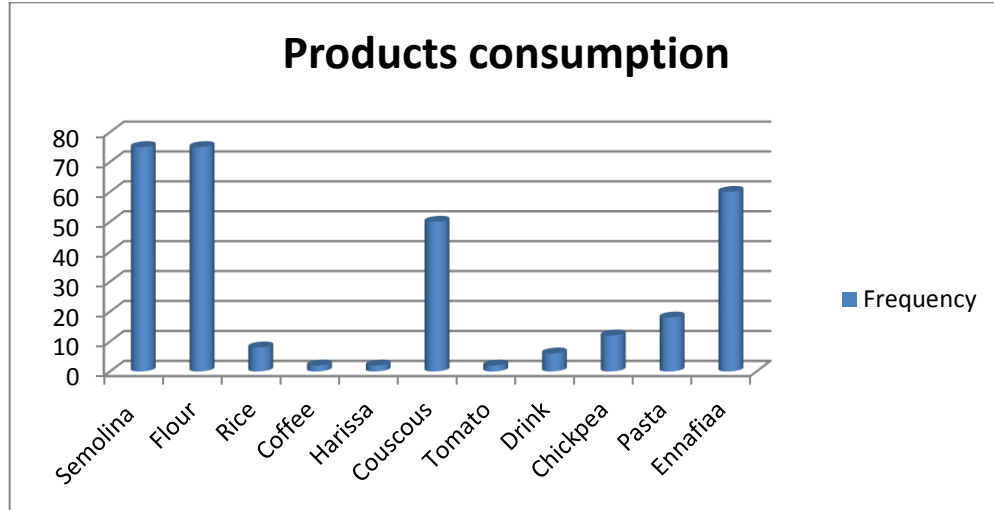
Table n°III.11: Les Moulins des Zibans' produits consumption.

Product	Frequency	Percentage (%)
Semolina	75	24
Flour	75	24
Rice	8	3
Coffee	2	1
Harissa	2	1
Couscous	50	16
Tomato	2	1
Drink	6	2
Chickpea	12	4
Pasta	18	6

Ennafiaa	60	19
Total	310	100

Source: Own conception based on the questionnaire's data.

Figure n°III.8: Les Moulins des Zibans' products consumption.



Source: Own conception based on the questionnaire's data-Excel.

Comment:

From the cylinder above we can say that the most consumed products of the company are those manufactured in semolina (24%), flour (24%), Ennafiaa (19%). We can justify this result by the efficiency of the integrated quality management system that has improved the quality of the manufactured products. As for the products such as coffee (1%), harissa (1%), tomato (1%), some of the respondents said that they are considered as a bad quality and others said that they have never seen them.

- ❖ **Question n°5:** With which of these tools do you know the products of les Moulins des Zibans?

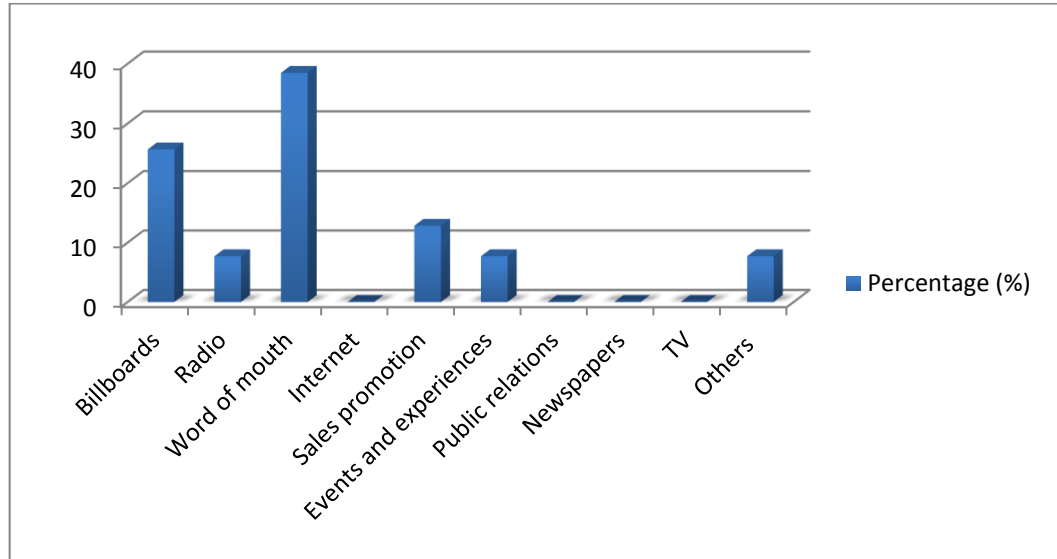
Table n° III.12: The communication mode of Les Moulins des Zibans.

Tools	Frequency	Percentage (%)
Billboards	20	33
Radio	6	8
Word of mouth	30	38
Internet	00	00
Sales promotion	10	13
Events and experiences	6	8
Public relations	00	00
Newspaper	00	00
TV	00	00
Others	6	8

Total	78	100
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Source: own conception base on the questionnaire's data.

Figure n°III.9: The communication mode of Les Moulins des Zibans.



Source: own conception based on the questionnaire's data- Excel.

Comment:

The histogram above represents the communication modes, 38% of the sample heard about the company's product through word of mouth, 33% through billboards and then comes 13% through sales promotions; we can explain this result by the timid communication policy of the company. We can explain the percentage of TV (0%), internet (0%), newspapers (0%) with the fact that the company has no ads on TV or newspapers.

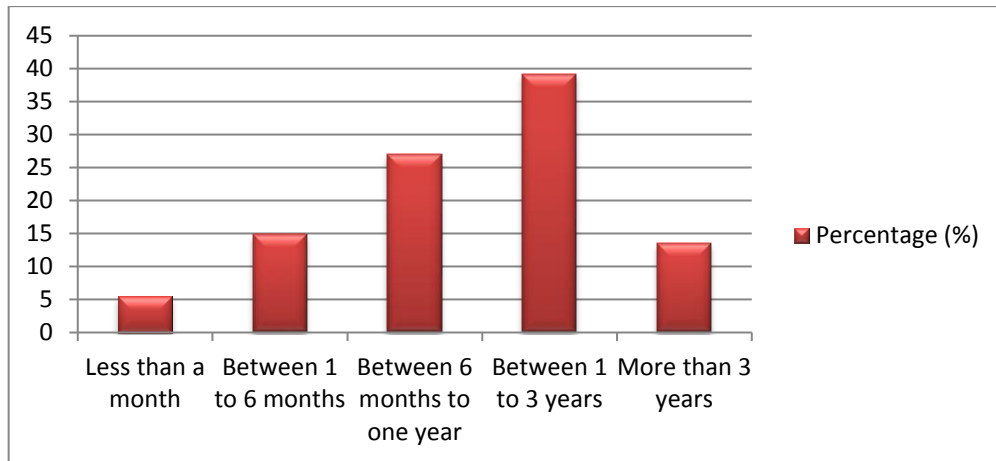
❖ **Question n°6:** Since when do you consume Les Moulins des Zibans' products?

Table n°III.13: Period of le Moulins des Zibans' products consumption.

Time	Frequency	Percentage (%)
Less than a month	4	5
Between 1 to 6 months	11	15
Between 6 months to one year	20	27
Between 1 to 3 years	29	39
More than 3 years	10	14
Total	74	100

Source: own consumption based on the questionnaire's data.

Figure n°III.10: Period of the company's products consumption.



Source: Own conception based on questionnaire's data.

Comment:

The level of the consumption is very important since 1 to 3 years and then between 6 months to 1 year because since about 3 years the company starts to integrate QMS and to promote for the company's product through billboard.

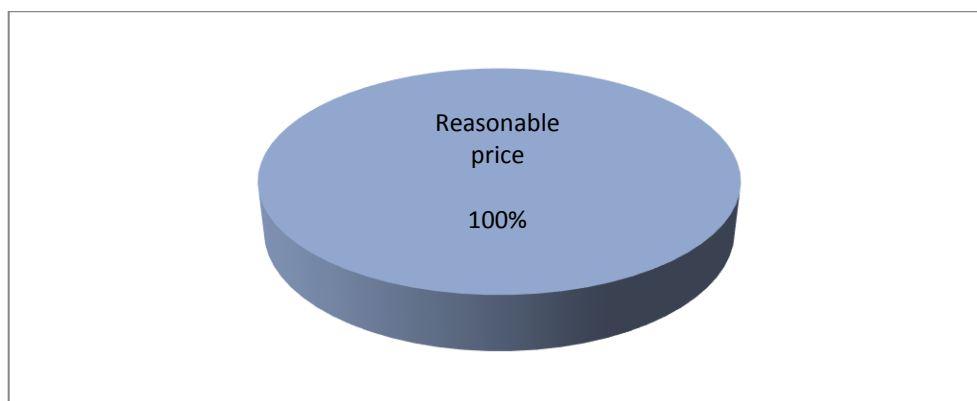
❖ **Question n°7:** How can you Les Moulins des Zibans' products price?

Table n° III.14: Les Moulins des Zibans' products prices.

Qualification	Frequency	Percentage (%)
High price	00	00
Reasonable price	78	100
Total	78	100

Source: Own consumption based on the questionnaire's data.

Figure n° III.11: The price of les Moulins des Zibans' products.



Source: Own conception based on the questionnaire's data- Excel.

Comment:

100% of the respondents agree that les Moulins des Zibans' products have reasonable prices because the company applies penetration price policy. Comparing with competitors products' price the company products prices are quite inferior.

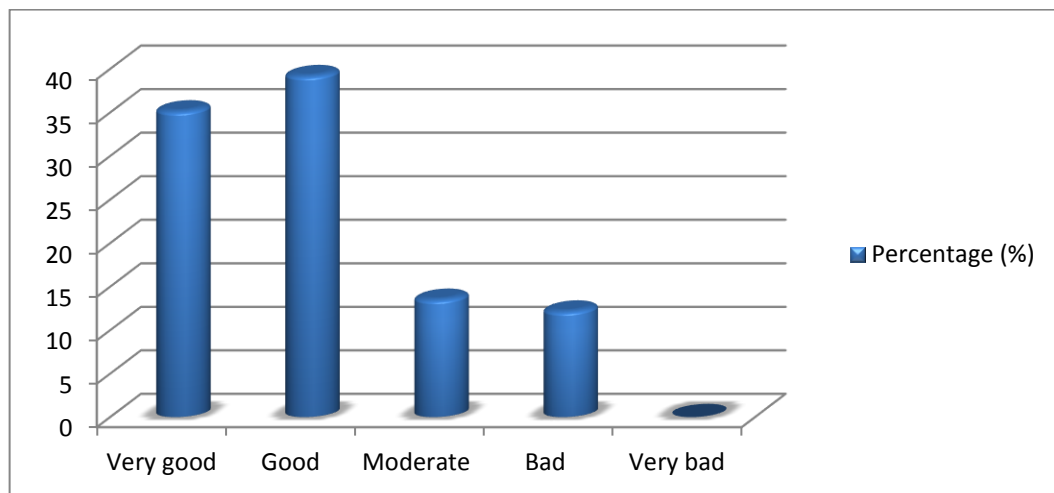
- ❖ **Question n° 8:** Do you think that the products of les Moulins des Zibans are of ... quality?

Table n°III.15: The quality of Les Moulins des Zibans' products.

Degree of quality	Frequency	Percentage (%)
Very good	26	35
Good	29	39
Moderate	10	14
Bad	9	12
Very bad	00	00
Total	74	100

Source: own conception based on the questionnaire's data.

Figure n° III.12: The level of quality of les Moulins des Zibans' products.



Source: Own conception based on the questionnaire's data-Excel.

Comment:

The results shows that 39% of the respondents agreed with the fact that the company provides a good quality products which assure the efficiency of the QMS integrated, then 35% of the respondents the company provides very good quality products. 12% said that the company provides bad quality products.

- ❖ **Question n°9:** Are you ... of the quality of Les Moulins des Zibans' products?

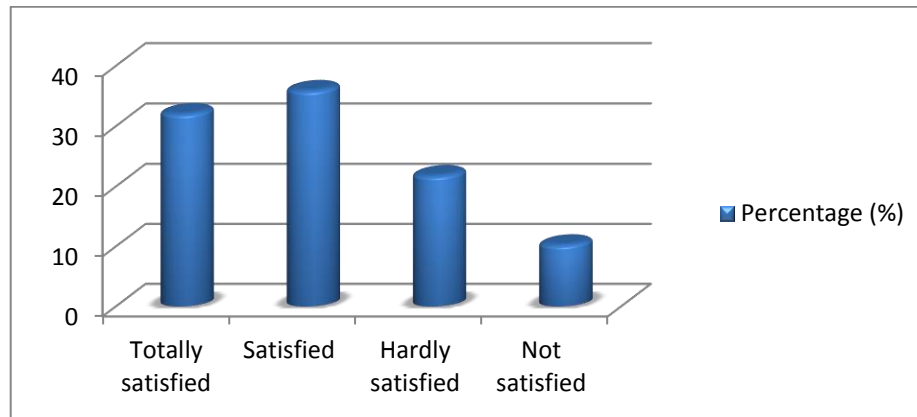
Table n°III.16: The evaluation of the respondents' satisfaction.

Frequency	Percentage (%)
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Totally satisfied	25	32
Satisfied	28	36
Hardly satisfied	17	22
Not satisfied	8	10
Total	78	100

Source: own conception based on the questionnaire's data.

Figure n°III.13: The evaluation of the respondents' satisfaction.



Source: own conception based on the questionnaire's data-Excel.

Comment:

From the cylinder above we can see that 36% of the respondents are satisfied of the quality of les Moulins des Zibans' products, then 32% of them are totally satisfied. We can explain this by the good QMS of the company, 10% of the respondents are not satisfied which make the company in obligation to drive the company toward excellence.

❖ **Question n°10:** How can you judge the quality of Agrodiv les Moulins des Zibans' products?

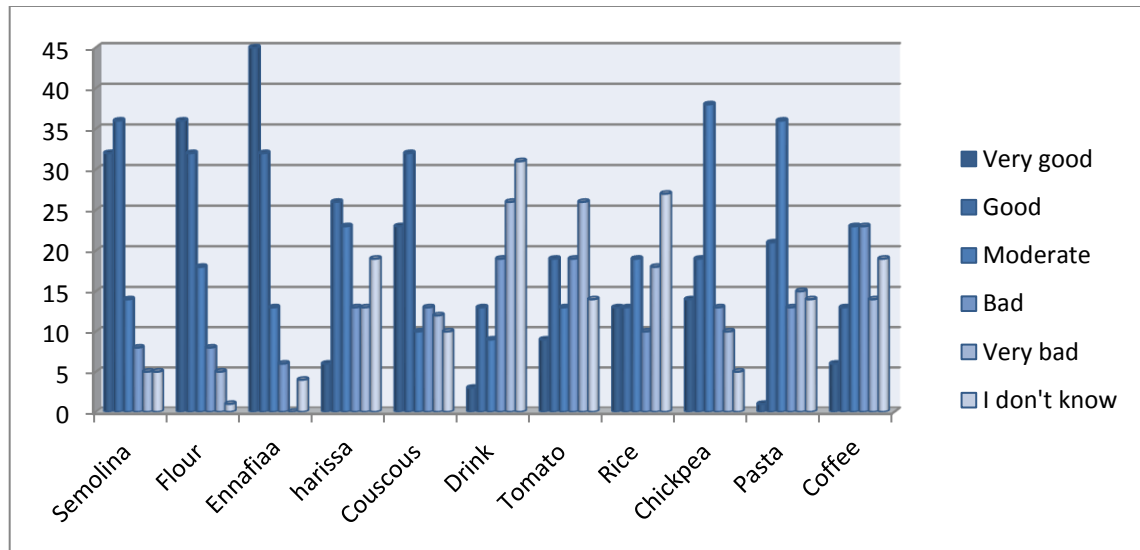
Table n°III.17: The evaluation of Les Moulins des Zibans' products.

	Very good		Good		Moderate		Bad		Very bad		I don't know	
	F	P (%)	F	P (%)	F	P (%)	F	P (%)	F	P (%)	F	P (%)
Semolina	25	32	28	36	11	14	6	8	4	5	4	5
Flour	28	36	25	32	14	18	6	8	4	5	1	1
Ennafiaa	35	45	25	32	10	13	5	6	0	0	3	4
Harissa	5	6	20	26	18	23	10	13	10	13	15	19
Couscous	18	23	25	32	8	10	10	13	9	12	8	10
Drink	2	3	10	13	7	9	15	19	20	26	24	31
Tomato	7	9	15	19	10	13	15	19	20	26	11	14
Rice	10	13	10	13	15	19	8	10	14	18	21	27
Chickpea	6	14	15	19	30	38	10	13	8	10	4	5

Pasta	1	1	16	21	28	36	10	13	12	15	11	14
Coffee	5	6	10	13	18	23	19	24	11	14	15	19

Source: Own conception based on the questionnaire's data.

Figure n°III.14: The evaluation of the company's quality products



Source: own conception based on the questionnaire's data-Excel.

Comment:

According to the respondents, the manufactured products have very good quality (32% semolina, 36% flour, 45% Ennafiaa) because the subsidiary les Moulins des Zibans have integrated a QMS. On the other side the other subsidiaries are not ready yet to start working with a QMS we can confirm this with the result of the evaluation of the quality of commercialized products (36% drink, 18% rice).

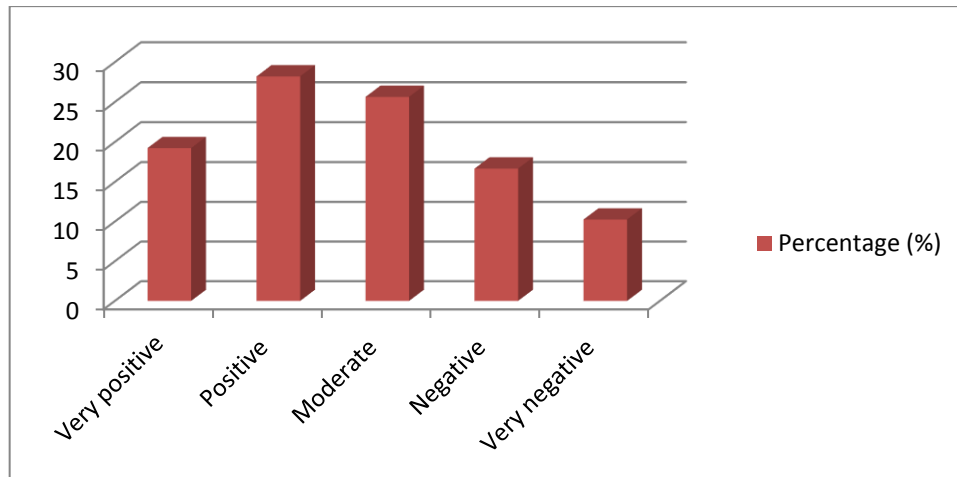
- ❖ **Question n°11:** According to you, what is the perceived image of Agroddiv les Moulins des Zibans?

Table n°III.18: The evaluation of perceived brand image.

	Frequency	Percentage (%)
Very positive	15	19
Positive	22	28
Moderate	20	26
Negative	13	17
Very negative	8	10
Total	78	100

Source: Own conception based on the questionnaire's data.

Figure n° III.15: The evaluation of the perceived brand image.



Source: Own conception based on the questionnaire's data.

Comment:

28% of the respondents have a positive perceived image of the company, 26% have a moderate one. We can explain this result with a timid communication policy that the company uses.

- ❖ **Question n°12:** Here is a list of affirmations. For each of them, can you give your degree of agreement and disagreement with the idea you have of Les Moulins des Zibans brand?

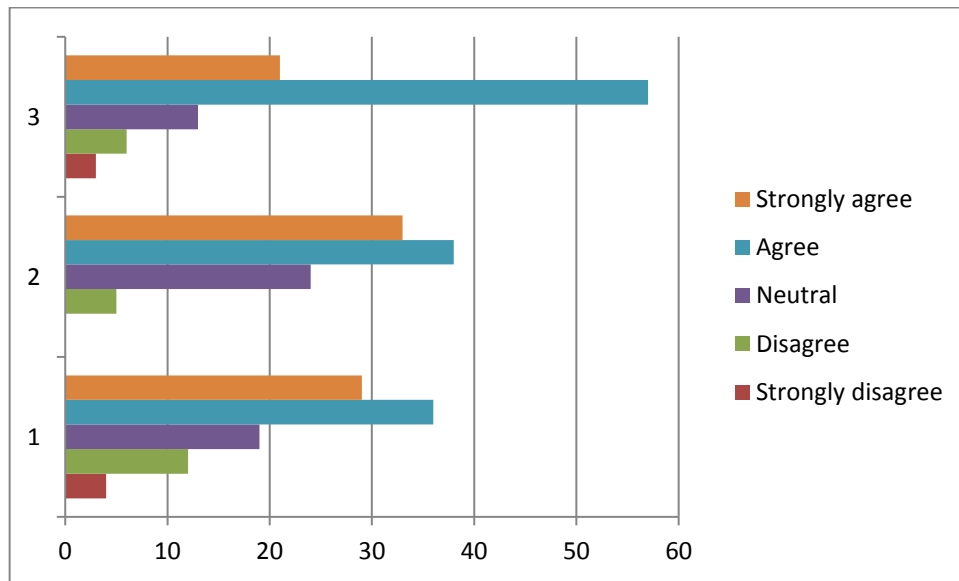
Table n°III.19: The evaluation of les Moulins des Zibans' brand image.

	Strongly disagree		Disagree		Neutral		Agree		Strongly agree	
	F	P (%)	F	P (%)	F	P (%)	F	P (%)	F	P (%)
The brand image that I have about Agrodiv les Moulins des Zibans, attract my attention to its products. (1)	3	4	9	12	15	19	28	36	23	29
The brand image that I have about Agrodiv les Moulins des Zibans, allow me to develop positive feelings	0	0	4	5	18	24	30	38	26	33

toward this brand. (2)										
The brand image that I have about Agroddiv les Moulins des Zibans drives me to buy its products. (3)	2	3	5	6	10	13	45	57	16	21

Source: Own conception based on the questionnaire's data.

Figure n°III.16: The evaluation of les Moulins des Zibans brand image.



Source: Own conception based on the questionnaire's data-Excel.

Comment:

- The brand image that we have about Agroddiv les Moulins des Zibans, attract our attention to its products: 29% of the respondents strongly agreed with that, 36% agreed, 18% were neutral; the positive brand image attract customers to its products, and win their trust because of the QMS integrated and the fact that it's a public company.
- The brand image that we have about Agroddiv les Moulins des Zibans, allow us to develop positive feelings toward this brand: 38% of the respondents have agreed that the brand image of the company allowed them to develop positive feelings toward the company. 24% were neutral; that means that the company gets the customers trust, its image is positive that it could attract people to its products.
- The brand image that we have about Agroddiv les Moulins des Zibans drives us to buy its products, more than a half of the respondent (57%) agreed that the brand image of les

Moulins des Zibans pushes them to buy the products, because the positive brand image of the company allowed the customers to build feelings of trust confidence toward the company.

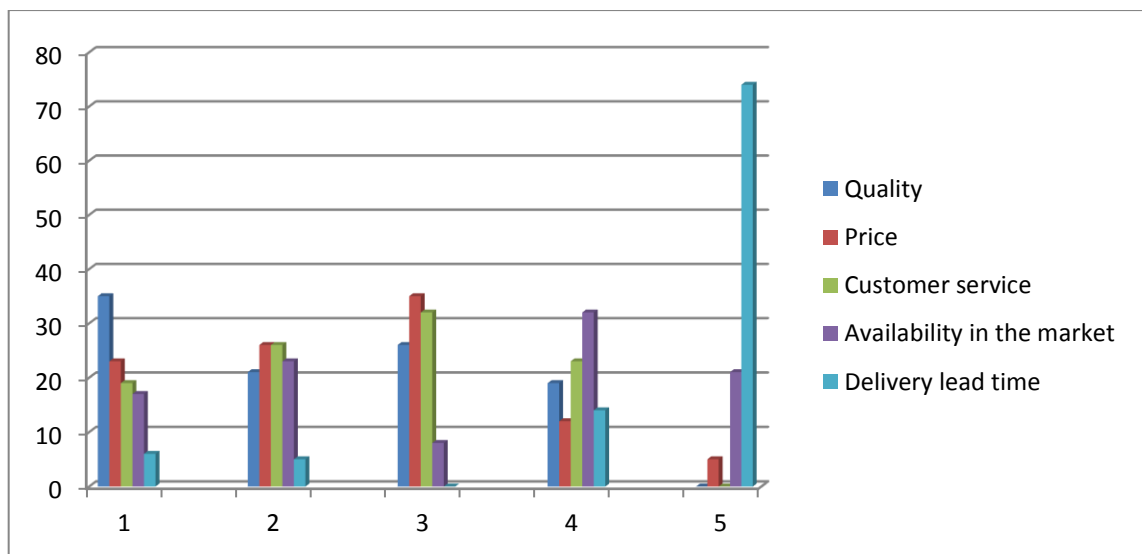
- ❖ **Question n°13:** Give a note from 1 to 5 for each of the criteria of a good brand image (In progressive order from the most important to the least important)

Table n°III.20: The evaluation of good brand image criterion.

Criteria	1		2		3		4		5	
	F	P (%)	F	P (%)	F	P (%)	F	P (%)	F	P (%)
Quality	27	35	16	21	20	26	15	19	0	0
Price	18	23	20	26	27	35	9	12	4	5
Customer service	15	19	20	26	25	32	18	23	0	0
Availability in the market	13	17	18	23	6	8	25	32	16	21
Delivery lead time	5	6	4	5	0	0	11	14	58	74

Source: Own conception based on the questionnaire's data.

Figure n°III.17: The evaluation of the good brand image criterion.



Source: Own conception based on the questionnaire's data- Excel.

Comment:

According to the respondents, the quality is the most mentioned at the first place (35%), price (23%), customer service (19%), availability in the market (17%), and delivery lead time (6%). We can deduce that the most important criteria that the company has to take it in consideration are the quality and then the price in order to improve its brand image.

❖ **Question n°14:** Are you ...with the affirmations below:

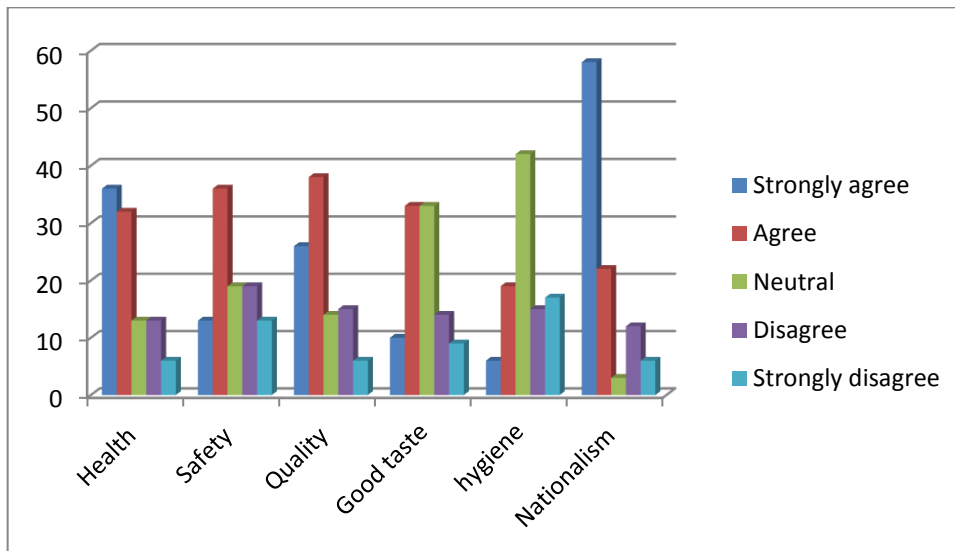
Agrodiv les Moulins des Zibans inspire ...?

Table n°III.21: The evaluation of les Moulins des Zibans' brand image.

Criteria	Strongly agree		Agree		Neutral		Disagree		Strongly disagree	
	F	P (%)	F	P (%)	F	P (%)	F	P (%)	F	P (%)
Health	28	36	25	32	10	13	10	13	5	6
Safety	10	13	28	36	15	19	15	19	10	13
Quality	20	26	30	38	11	14	12	15	5	6
Good taste	8	10	26	33	26	33	11	14	7	9
Hygiene	5	6	15	19	33	42	12	15	13	17
Nationalism	45	58	17	22	2	3	9	12	5	6

Source: Own conception based on the questionnaire's data.

Figure n°III.18: The evaluation of les Moulins des Zibans brand image.



Source: Own conception based on the questionnaire's data-Excel.

Comment:

58% of the respondents strongly agreed that the company inspire nationalism because the company is 100% Algerian, then health (36%) because the company follows the standards in all the production process, as a last value hygiene (6%); the company applies OHSAS 18001 but without communication the customer is not aware of the company's hygiene policy.

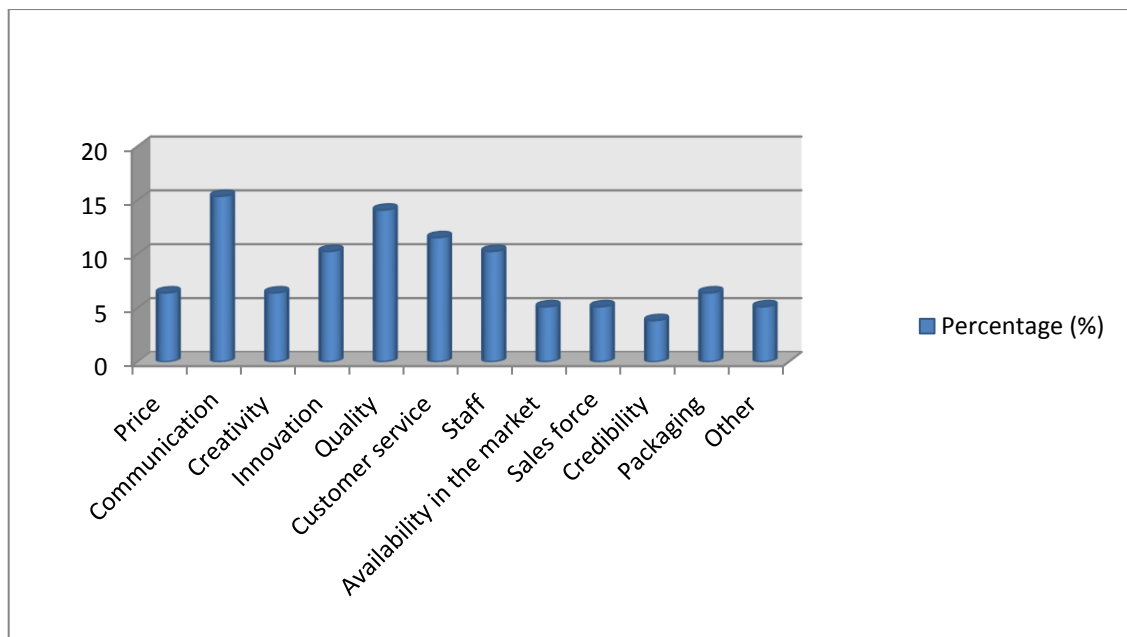
❖ **Question n°15:** what do you recommend to Agrodiv les Moulins des Zibans to improve its brand image?

Table n°III.22: Recommendations.

Recommendations	Frequency	Percentage (%)
Price	5	6
Communication	12	15
Creativity	5	6
Innovation	8	10
Quality	11	14
Customer service	9	12
Staff	8	10
Availability in the market	4	5
Sales force	4	5
Credibility	3	4
Packaging	5	6
Other	4	5
Total	78	100

Source: Own conception based on the questionnaire's data.

Figure n°III.19: Recommendations.



Source: Own conception based on the questionnaire's data- Excel.

Comment:

Almost 15% recommend to Les Moulins des Zibans to develop its communication policy because it is nearly absent and that cause a negative perception in Les Moulins des Zibans' brand image. 4% said that the company is not credible; other said that it has to improve its products' quality. Some of the respondents said that the staff is not professional and have no high standards.

2.2 Cross-sorting:

To reinforce the results that we achieved, and in order to confirm or reject the hypothesis that we suggested when we first started our work, we applied the cross sorting method on some of the questions we found relevant:

❖ **Question n°6 and question n°8:**

The objective: The contribution of the QMS in enhancing brand image.

Table n°III.23: Cross-sorting of question n°6 and question n°8 (in percentage %).

		Les moulins des Zibans' products are of quality					Total
		Very good	Good	Modera te	Bad	Very bad	
Since when do you consume les Moulins des Zibans' products?	Less than a month	1	2	1	1	0	5
	Between one and 6 months	4	6	3	2	0	15
	Between 6 months to a year	11	13	2	1	0	27
	Between 1 to 3 years	13	15	6	5	0	39
	More than 3 years	6	3	2	3	0	14
	Total	35	39	14	12	0	100

Source: Own conception based on questionnaire's data- SPSS.

Comment:

From the table above we can see that 15% said that Les Moulins des Zibans' products are good quality and they consume them since 1 to 3 years which means since the integration of QMS in the company; this result ensure that this system contributes favorably in improving and enhancing the brand image.

❖ **Question n°11 and question n°13:**

The objective: The influence of the quality on the perceived image of the company.

Table n°III.24: Cross-sorting of question n°11 and question n°13 (in percentage %).

		The perceived image of les Moulins des Zibans is					Total
		Very positive	Positive	Moderate	Negative	Very negative	
The most important criterion of a good brand image is	Quality	8	10	9	4	4	35
	Price	5	5	6	5	2	23
	Availability in the market	5	7	3	3	1	19
	Customer service	1	6	5	3	2	17
	Delivery lead time	0	0	3	2	1	6
Total		19	28	26	17	10	100

Source: Own conception based on the questionnaire's data-SPSS.

Comment:

From the table above we can say that the most important criteria of good brand image is quality and the perceived image of the company is positive (10%); indicating that the quality influence directly the image of the brand, the least important criterion is delivery time (0%).

❖ **Question n°9 and question n°11:**

The objective: The relation between the perceived image and customer satisfaction.

Table n°III.25: Cross-sorting of the question n°9 and question n°11 (in percentage %).

		The perceived image of les Moulins des Zibans is					Total
		Very positive	Positive	Moderate	Negative	Very negative	
Satisfaction measurement	Totally satisfied	7	9	11	3	2	32

Satisfied	9	11	8	6	2	36
Hardly satisfied	2	5	5	5	5	22
Not satisfied	1	3	2	3	1	10
Total	19	28	26	17	10	100

Source: Own conception based on the questionnaire's data- SPSS.

Comment:

As the table above shows that 11% of the perceived image of the company is positive and they are satisfied; the good brand image of les Moulins des Zibans contributes in the good perception of the customer and its satisfaction, when the perceived brand image is very negative the customer is not satisfied.

3 SWOT analysis:

SWOT permits to evaluate the company's external and internal environment.

Table n°III.26: SWOT analysis.

Strength	Weaknesses
• A good product quality. • Competitive and affordable prices for Algerians. • Branding and strong notoriety. • Availability of products throughout the national territory. • Young and dynamic staff. • Diversification strategy (Diversification of the products as well). • A very wide range of products. • An effective staff training system.	• The lack of innovation and creativity. • The lack of interne communication.
Opportunities	Threats

• Public company. • Ability to conquer markets abroad, especially neighboring countries and Africa in general.	• Rough competition from national brands. • Strong demand from Algerian consumers. • The issue of unfair competition. • The non-stability of the Algerian economy. • The Algerian bureaucracy which slows down the activities.
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Source: own conception.

SWOT's analysis clarifies the whole company's environment which helps us to get factual results.

4 Analysis and recommendation:

4.1 Analysis:

Our study's purpose was to get to recognize the kind of impact that the integration of quality has on the brand image, to get there, we had studied both variables separately and then apply what we have had learned in our practical study. The questionnaire results about an agri-food public company "Les Moulins des Zibans" leads us to:

- According to the questionnaire's data, the demographic information of the respondents shows that the women's and men's percentage were very close which gave us representative results, also the diversity of the age categories, and income categories helped us to get representative results.
- We tried to evaluate the brand awareness of AGRODIV Les Moulins des Zibans 78% of the respondents (according to questionnaire data, main questions n°1 and n°2) recognized the company and the results shows that it has strong brand awareness in Biskra.
- When we studied the most known product categories (main question n°4), we found out that the three most known categories of the company's product are those manufactured inside the company (semolina, flour, Ennafiaa), because of their good quality, I, on the other side, the least known categories are those commercialized in the other subsidiaries because of their bad quality products.
- Les Moulins des Zibans made its way to the consumers using many techniques, especially billboards (based on the questionnaire's data, main question n°5) but the

communication of the company still very timid to keep customer's loyalty and to touch large target.

- According to the questionnaire's data (question n°6), since the integration of QMS in the company the consumption rate of Les Moulins des Zibans' products augmented and their price were very reasonable to the consumers (question n°7) which confirm the efficiency of the quality management system (minimizing the costs).
- The questionnaire's data shows that the majority of les Moulins des Zibans' customers were satisfied of the quality products of the company (question n°9).
- The most important criteria of a good brand image was quality (question n°13) and the customers consider that the company inspires nationalism since it 100% Algerian.
- According to the results of the questionnaire' data, and of the cross-sorting, since the company integrated QMS the consumption's rate has augmented because customers are satisfied of the good products' quality.

4.2 Recommendation:

After analyzing the results of the study, we managed to prepare a few recommendations addressed to the company to improve its marketing situation, brand image and be closer to its consumers and win their satisfaction:

- ❖ There is a big gap between the brand identity and the perceived image of the company; the company had integrated a QMS but the customer is not aware of that so we suggest to improve the company's communication policy in order to attract new targets, convince them to buy the company's products and ensure the products quality.
- ❖ Agroddiv has to improve its products quality in all over its subsidiaries because poor quality of one of its subsidiary could influence directly its brand image or the other subsidiaries'.
- ❖ The objective of the company is to be in direct contact with the customer without any intermediaries for that raison the company has to present in different media.
- ❖ Improve the brand creativity and innovation in terms of products, design, colors.
- ❖ To use social media and radio as communication tools to try to rectify the perceived brand image and because these two tools do not cost very much.

The previous results show how important the quality is, it also puts the lights on the role that the brand image plays in a competitive market, and the kind of impact the quality has on a company's brand image.

Conclusion of the chapter:

In this chapter we have seen the way the quality contributes in enhancing the brand image and the way the company can use this advantage to gain the customers' trust. As a first impression we thought that the quality has no relation with the brand image but the quantitative research (questionnaire) proved the contrary.

The results show how important is the role of the quality in the company and how can influence direct the perception of the customers.

At the end we have recommended some changes in order to reduce the gap between the brand identity and the image of the company by adopting new communication policy such as: ads through radio and social media.

General conclusion

Building strong brand image is one of the major objectives that the company looks for by using many strategies and tools among them improving the products quality.

This research expects to rich the overall impact studies of total quality management as well as the studies related to the brand image and overall business performance for agri-food companies, as the objective of the research was to study the impact of quality management system on the brand image. Moreover, this research aims to investigate the relationships among total quality management practices and the brand image.

Through this research, we wanted to highlight the strong relation between TQM and brand image especially because many organizations today look forward to improve their brand image using many functional technics whilst TQM could be the most effective.

Finally, the results obtained allowed us to test our study's hypotheses that are going to be reviewed as follows:

- The first hypothesis is confirmed because since the integration of the QMS the customers are satisfied (36%) of the products quality of the company and the perceived image of the company is positive (28%).
- The second hypothesis is confirmed because the most important criterion of a good brand image is quality (according to the questionnaire's data, 35% of the sample classified the quality as the most important criteria) and the perceived brand image of AGRODIV Les Moulins des Zibans is very positive (according to the questionnaire's data, 28% of the sample thought that the perceived image of the company is positive).
- The third hypothesis is confirmed because since the integration of the quality management system customer (about three years) satisfaction has been very important (according to the questionnaire's data, 36% of the sample are satisfied of the products quality), also the perceived brand image of the company is positive, all of these results allowed us to confirm that the quality affects the company's brand image in a positive way.

Nevertheless, through this research we have faced some research barriers that we can summarize as the following limitations:

- The lack of documentation that is related to the impact of total quality management on the brand image;
- The busy schedule of the commercial department made it hard to get information;

- The lack of internal documents of the company;
- Limited geographic zone of the research made it difficult to generalize the result due to smallness of the study population.

Finally, we hope that we have succeeded in selecting the subject of the research and in the collection of its scientific material, as well as in its study and its presentation in a form that serves the purposes of scientific research, and at the end it is a human effort that requires a human deficiency, and needs to be corrected.

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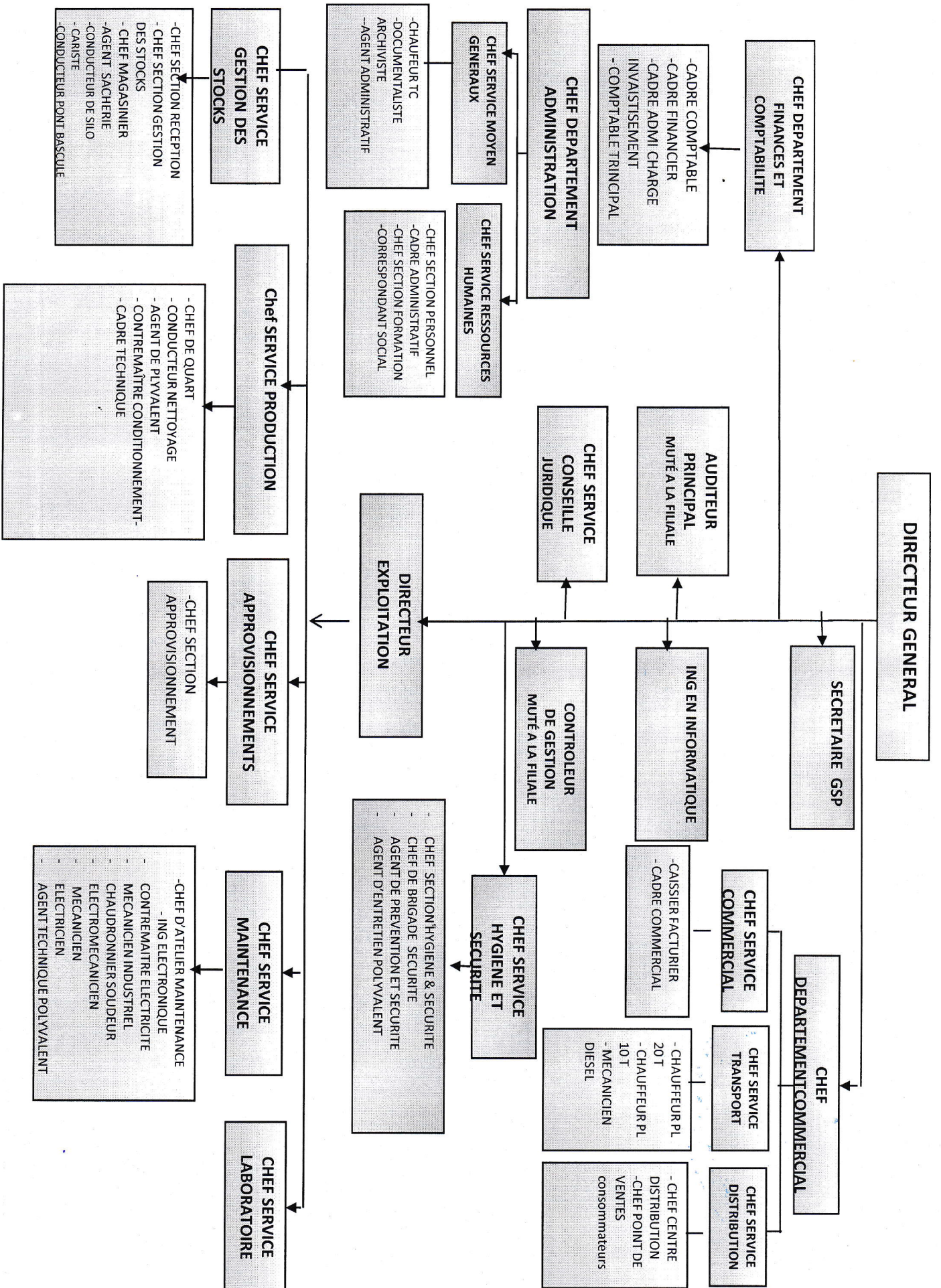
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Appendices

Annex n° III.1: Organigram



مجمع اقروديف
الشركة التابعة حبوب الزيبان القنطرة
المركب الصناعي التجاري
مطاحن الزيبان - القنطرة

قائمة المنتجات

الرقم	اسم المنتج	الوحدة	سعر البيع خارج الرسم	ملاحظة
01	سميد ممتاز	كيس 25 كلغ	875.00 دج	
02	حمص	كيس 01 كلغ	317.00 دج	
03	ارز	كيس 01 كلغ	85.00 دج	
04	قهوة	كيس 01 كلغ	620.00 دج	
05	قهو	كيس 500 غ	150.00 دج	
05	عجائن غذائية	كيس 500 غ	78.50 دج	
06	كسكسي	كيس 10 كلغ	685.00 دج	
07	كسكسي	كيس 01 كلغ	79.50 دج	
08	طماطم	علبة 01 كلغ	135.00 دج	
09	طماطم	علبة 500 غ	70.00 دج	
10	هريسة	علبة 01 كلغ	140.00 دج	
11	هريسة	علبة 500 غ	80.00 دج	

Annex n°III.3: Questionnaire

Dans le cadre de la préparation d'un mémoire de fin de cycle en vue de l'obtention d'un Master en Sciences Commerciales, option Marketing à l'Ecole des Hautes Etudes Commerciales EHEC ex INC d'Alger, portant sur " **L'impact De L'intégration D'un Système De Management De Qualité Sur L'image De Marque** ", nous sollicitons votre collaboration afin de bien vouloir répondre à ce questionnaire. Nous vous sommes très reconnaissants par avance de l'aide que vous nous apporterez et nous vous garantissons que les informations seront traitées en toute confidentialité.

A/ Fiche analytique :

1) Vous êtes :

- Homme ☐
- Femme ☐

2) Quel âge avez-vous?

- Moins de 18ans ☐
- [18 à 30 ans [☐
- [30 à 45 ans [☐
- [45 à 60 ans] ☐
- Plus de 60 ans ☐

3) Quelle est votre profession?

- Etudiant (e) ☐
- Employé (e) ☐
- Profession libéral ☐
- Sans emplois ☐
- Retraité ☐
- Autre :.....

4) Votre revenu est :

- Inférieur à 20000 DA ☐
- Entre 20000 et 40000 DA ☐

- Entre 40000 et 60000 DA ☐
- Plus de 60000 DA ☐

B/ Les questions :

1) Quelles sont les marques agro-alimentaires que vous connaissez ?

- | | |
|--|---|
| 1) Civital ☐ | 4) Amor Ben Amor ☐ |
| 2) Soummam ☐ | 5) Hodna ☐ |
| 3) Agrodiv (Les moulins des Zibans) ☐ | 6) Autres (précisez) : |

2) Connaissez-vous la marque « Agrodiv filiale céréale Zibans » ?

- Oui ☐
- Non ☐

Si oui : passez à la question n°7.

Si non : merci pour votre collaboration.

3) Vous considérez-vous comme un consommateur de la marque « Agrodiv les moulins de Ziban » ? (si vous avez répondu oui à la question n°3)

- Oui ☐
- Non ☐

4) Quels sont les produits que vous utilisez ? (Si vous avez répondu oui à la question n°3)

- 1) Semoule ☐
- 2) Farine ☐
- 3) Riz ☐
- 4) Café ☐
- 5) Harissa ☐
- 6) Couscous ☐
- 7) Tomate ☐
- 8) Boisson ☐
- 9) Pois chiche ☐
- 10) Pate alimentaire ☐
- 11) Nafie (Semoule de blé complet) ☐

5) Par le biais de quels moyens connaissez-vous ces produits (précédemment cités) ?

- TV, radio, Internet, ... ☐
- Journaux, affiche, ... ☐

- Bouche à oreille ☐
- Foire, expositions, ☐
- Points de vente ☐
- Autre (précisez) :.....

6) Depuis combien de temps consommez-vous les produits de la marque
« Agrodiv filiale les moulins de Ziban » ?

- Moins d'un mois ☐
- Entre un mois à 6 mois ☐
- Entre 6 mois à un an ☐
- Entre un an à 3 ans ☐
- Plus de 3 ans ☐

7) Comment qualifiez-vous les prix des produits proposés par «Agrodiv filiale
Les Moulins de Ziban» ?

- Elevés ☐
- Abordables ☐

8) Pensez-vous que les produits d'Agrodiv filiales les moulins de Ziban sont de
.... qualité ?

- Très bonne ☐
- Bonne ☐
- Moyenne ☐
- Mauvaise ☐

9) Vous êtes ... de la qualité des produits de « Agrodiv filiale les moulins de
Ziban ».

(Une seule réponse possible)

Tout à fait satisfait	Satisfait	Peu satisfait	Non satisfait
☐	☐	☐	☐

10) Comment jugez-vous la qualité des produits proposés par l'enseigne « Agrodiv
filiale les moulins de Ziban» ? (une seule réponse possible pour chaque
produit)

Qualité Produit	Très bonne	Bonne	Moyenne	Mauvaise	Très mauvaise	Je ne connais pas
Semoule						
Farine						
Nafie						
Hrissa						
Couscous						
Boisson						
Tomate						
Riz						
Pois chiche						
Pate						
Café						

11) Quelle est l'image perçue de l'enseigne « Agrodiv » Les moulins des Zibans?

(Une seule réponse possible)

Très positive	positive	Moyenne	Négative	Très négative

12) Pour chaque affirmation, pouvez-vous indiquer si vous êtes d'accord ou pas ?

(Une seule réponse possible pour chaque affirmation)

	Pas du tout d'accord	Plutôt pas d'accord	Ni d'accord ni pas d'accord	Tout a fait d'accord
L'image de marque que j'ai d'Agrodiv filiale les moulins des Ziban, attire mon attention sur ses produits.				
L'image de marque que j'ai d'Agrodiv filiale les moulins des Ziban, me permet de développer des sentiments positifs envers cette marque.				

L'image de marque que j'ai d'Agrodiv filiale les moulins de Ziban, me pousse à acheter ses produits.				
--	--	--	--	--

13) Donnez une note de 1 à 5 pour chacun de ces critères d'une bonne image de marque

(Par ordre progressif du plus important au moins important)

- Qualité
- Prix
- La disponibilité sur le marché
- Le service (SAV, garantie,...)
- Délai de livraison

14) Etes-vous ... avec les affirmations suivantes : Agrodiv inspire... ?

Critère	Tout a fait d'accord	D'accord	Sans avis	Pas d'accord	En total désaccord
Santé					
Sécurité					
Qualité					
Gout					
Hygiène					
Nationalisme (une marque locale)					

15) Que recommandez-vous à AGRODIV filiale les moulins de Ziban pour l'amélioration de son image de marque ?

.....

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