

Corporate Re-Branding Opportunities for a Uniformed Force: A Case of Zimbabwe Republic Police.

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Abstract: *Though corporate branding principles were applied with much success in resuscitating the image and reputation of private sector firms, few examples were done for the Zimbabwean public sector, and the uniformed forces in particular. With the media and society portraying negative brand labels on the Zimbabwe Republic Police on aspects like corruption, poor relations with residents and causing accidents in cities, there is need to analyse these perceptions and recommend a rebranding strategy for our important social service organisation. A positive reputation for ZRP is critical for our national pride and economic development. In analysing these perceptions, a quota sample of 147 adult citizens selected from the Harare Metropolitan province was used. The study established key perceptions of the ZRP Brand in terms of employee behaviour, the ZRP traffic sub-brand, and the overall image and reputation of the organisation. Respondents who had indirect encounter with ZRP officers were found to harbour negative brand impressions than those who interacted directly with the police officers. Both direct encounter and indirect encounter citizens had positive reputation for the organisation. The study concluded that, though the short term image of ZRP was generally negative, its long term reputation is still positive and able to sustain any rebranding exercise. The study recommend the ZRP Brand to lead in the area of anti-corruption, community relationships and offering adequate security to citizens. Rebranding the conduct of ZRP officers will improve the corporate identity, corporate image and corporate reputation of Brand ZRP.*

Key Words: *Rebranding, ZRP Brand, Corporate Brand, Brand associations, Employee branding, Image, Reputation.*

I. Introduction

The area of corporate branding requires that managers and employees work together to improve the image and the overall reputation of their organisations\

(Balmer and Greyser,2003). The police organisation need to work positively with the community for them to be successful and effective in the delivery of their tasks. Currently, the Zimbabwean society is full of uncertainty and confusion on the future of the ZRP given its darkened name behind corruption allegations and being biased to other people and groups. Due to the high degree of these malpractices, people end up lacking confidence and failing to uphold the communicated corporate values, mission and vision. Managers and the top management of the police force are therefore encouraged to maintain an ongoing level of professionalism that is enough to keep their organisations viable, self-critical and creative in the eyes of the customers, clients and society(Kevin and Ceridwyn, 2010; Schuitz et al, 2005). Though the ZRP is mandated to protect the legal and constitutional honour of our society and Brand Zimbabwe, it seems no real changes are taking place on the ZRP Brand for the betterment of our society and uplifting the ‘Brand Zimbabwe’. It should be noted that while most organisations can safely be blamed and questioned for corruption, malpractices, poor selection, training and induction of employees, polluting the environment, social injustices, unfair labour practices and other social ills, the Zimbabwe Republic Police cannot be allowed to stay with such real and even perceived negative labels.

Before 1980 the Zimbabwe Republic Police(ZRP), was known as British South Africa Police (BSAP) whereby the majority of top officers were whites with black majority occupying the lower levels, was known positively for hardworking and aggressiveness in policing activities, despite its racial culture. The policing work generally involves informing the public, protecting the vulnerable groups, offering social services, arresting the law breakers and ensuring peace and order in the country.

The negative side of the BSAP was, however, its perceived allegations for protecting the interests of the White minority against the majority black Rhodesians and using excessive force on people who witnessed the criminal incidences. These and other weaknesses could have led to the re-branding of BSAP to ZRP(Zimbabwe Republic Police) at independence in 1980. The ZRP brand was made up of ZIPRA, ZANLA, Rhodesian Front, BSAP and new recruits at independence. The new government rebranded them to ‘ZRP’ since all these former names could not be used by the post war and post colonial government of Zimbabwe. They

were associated with some negative names like Mabhurakwacha(BSAP), Matororo(ZIPRA/ZANLA) and Madzakutsaku(Rhodesian Front).

A similar rebranding exercise was recently done by the Ivorian government who rebranded their national army from Forces Republicains de Coted Ivoire'(FRCI) to Forces Armees Nationales de Coted Ivoire(FANCI) in 2011, since FRCI was known as troops of violence and insecurity rather 'security' due to their behaviour in time of war to control Abidjan. The Uganda Police Force was also rebranded in 2014 from being a 'Force' to Uganda 'National' Police, since the Ugandan citizens associated it with colonial practice, being partisan, corrupt, practising unlawful detention and torture. In Russia the police was rebranded from 'Militsia' to Politsia' for similar reasons of torture and corruption. As from 1980 to date ZRP has managed to contain crime in Zimbabwe as compared to other Southern African countries and also it is among the top ten countries who offer the best security to VIPs and VVIPs. Since 1980, when we got our independence as the country, the ZRP had managed to extent its services to other countries which includes the peace-keeping duties in Cossovo, East Timol, Democratic Republic of Congo, Liberia and Sudan. Also during the South African World Cup matches, it was also invited to provide its services. All these are achievements in the ZRP Brand and need not be lost by failing to position itself properly(Ries and Trout,2001). Recently our ZRP went to monitor the 2015 Africa Cup of Nations final games in Equatorial Guinea.

In the 2000-2009 period the ZRP's corporate brand performance was affected by political, social and economic pressures, despite all the previous achievements. These pressures include the hyperinflation, heavy political clashes between supporters of ZANU PF and MDC, the need to protect life and property from high crime incidences, high unemployment rate, shortage of food and other basic goods, many 'black market' money changers, Chiadzwa diamond looting by Korokozas, illegal vending and drug trafficking. The role of the police on containing some crimes related to earning livelihood in a hyperinflation environment became very controversial to the citizens' survival mentality and this worsened the relationship between the then suffering citizens and the ZRP organisation. The members of the society ended up corrupting the police force and making them fail to work effectively on their normal duties. Some members of the ZRP had to travel to South Africa to buy food for their families hence leaving their policing duties here in Zimbabwe. Some members also resigned from the force making the workload heavier for those staying behind. That poor economic situation could be blamed for being the seedbed that led to corruption tendencies among the ZRP members as they tried to make ends meet as there was no real salary to take home at month end. It can be noted that these negative names, images and reputations are not suffered by the local police body alone. South African police, Zambian Police, Botswana police, DRC police and even West-African police in Nigeria and associated countries have stories, rumours, associations and comments that are not good to the citizens and worse to the visitors of those nations.

The coming of the Global Political Agreement and the formation of the then Government of National Unity in 2009 saw things improving. Salaries started to grow positively in United States dollar terms. The ZRP had to fight the corruption tendencies of Zimbabwean society so as to match the reforms needed for a new socio-economic dispensation. The ZRP's internal handicap was the remuneration which was perceived to be still below the PDL(Poverty Datum Line) and recruitment of undedicated cadres who treat the job as only a way of getting money. The hope in the Zimbabwean people is to see the ZRP go back to its original position of excellence and professionalism in Africa and the world over. The people specifically want the ZRP to be rebranded and be cleaned from corruption suspicion and allegations. The negative perceptions of the police brand need to be repositioned for the society to regain confidence and give full co-operation to their work. Peace and order comes from the society's view and opinions. While the police force is an armed force, the corporate branding concept can be used to improve its effectiveness on day to day running of its duties. Though others might say the police sector in the whole world are facing negative images from unfounded criticisms, the Zimbabwe Republic Police need to be given a new identity for it to be attractive in the local and global society. Though rebranding will not necessarily lead to name change, the operational cultures and systems can be transformed for the better(Herding et al 2009).

Although the ZRP was known for successful peace keeping missions, being capable of cracking down on robbers and other higher order offences, being loyal and hardworking, the negative brand image comes from it being blamed for corruption, being partisan, causing accidents in towns and unlawful detention of suspects. This calls for the need for corporate rebranding principles to be used to transform the police's negative images into future positive reputation(Balmer and Geysler, 2003).

II. Statement of the Problem

The study aimed at establishing the perceptions of the Zimbabwean society on the ZRP Brand as a prerequisite for designing a re-branding strategy for this uniformed force. The major question to be answered is: 'How do the general Zimbabwean society rate and perceive the Brand ZRP in terms of employee behaviour, traffic section activities and overall brand associations and reputation?'

III. Purpose of The Study

Having read and witnessed the negative media reports on the perception of the public towards the image of the ZRP brand, the researcher intended to investigate and come up with the true picture and image of the ZRP brand such that appropriate strategies are put in place to realign, correct and improve the Brand ZRP so as to regain its brand leadership and reputation in the African continent and in the world at large.

IV. Research Objectives

1. To determine the public's perceptions and attitudes on the ZRP employees' behaviour and professional conduct
2. To evaluate the ZRP traffic section's performance when executing its duties
3. To determine the perception of Zimbabwean citizens on the overall reputation and associations of the ZRP Brand.

V. Research Hypotheses

H₁: There is an association between 'direct encounter with police operations' by respondents and rating on 'no empathy/compassion in ZRP's service delivery'.

H₂: There is an association between 'direct encounter with police operations' by respondents and rating on 'money is collected but no receipts are issued'.

H₃: There is a strong positive relationship between responses of 'direct encounter' respondents and 'indirect encounter' respondents on the brand performance of the ZRP Traffic Section.

H₄: There is a strong positive relationship between responses of 'direct encounter' respondents and 'indirect encounter' respondents on the performance of ZRP on overall brand reputation dimensions.

VI. Literature Review

6.1 Corporate Branding and Brand Management

Though the concept of branding has been a subject of intense study in the early 2000, the studies tended to concentrate more on physical products and commercial organizations. After the September 11, 2001 bombings in USA, a flurry of studies began to look into public institutions such as police organizations, army and security organizations and how rebranding them were to ensure they were in line with citizens' expectations (Sedevic, 2012). Merritt (2009) argued that rebranding police powers and activities is an issue affecting numerous police jurisdictions throughout the world.

Knox and Bickerton(2003) defined a corporate brand as a visual, verbal and behavioural expression of an organisation's unique business process and approach. Kay(2005), however, separated a corporate brand from just a name, logo and visual expression of a company's activities. Balmer(2011) emphasised that corporate brands have cultural roots, cover multidimensional and multidisciplinary issues, considers a wide range of stakeholders and have tangible elements. This means the Zimbabwe Republic Police's corporate brand is defined beyond the uniforms, flags, logos and other corporate identity paraphernalia. Hatch and Schultz(2005) argued that successful corporate brands are formed by the interplay between strategic vision, organisational culture, corporate image and corporate reputation. Kapferer(1997) hailed corporate branding as a basis for making individual brands benefit from the company actions, values and missions.

Strong corporate brands are characterized by the precise, distinctive and self-contained image which are held in the minds of stakeholders(Balmer and Gray, 2000). So organizations need to capitalize on reputations and brands to be different from others to create and sustain competitive advantage (Ries and Trout, 2001). At the same time organizations need to be seen as legitimate, especially in an environment in which companies are increasingly distrusted by large sections of the community (Mark and Pearson, 2004).

Corporate brands are increasingly being treated as significant intangible assets, worth up to twice the book value of their tangible assets. This is especially the case for the so-called celebrity firms that take bold or unusual actions and display distinctive identities. However, these brands do not always remain health and they do deteriorate in value over time, just like a human being (Thomas, 2004). This calls for greater efforts to rebrand organizations that would have fallen out of favour with stakeholders (Thompson, 2011). In California and Wales, programmes to civilianize the police officers were done to prop up deteriorating relations between communities and the police (Merritt, 2009).

Corporate brands are the source of alignment between an organization and its stakeholders, providing the basis for continuity and trust (de Chernatony and McDonald,2003). Also according to Olins (2001), corporate brands are the outcomes of behaviour, where every action taken by members of an organization has the potential to influence a brand reputation, for good or bad.

Brands only exist in the minds of people(Franzen and Bouwman, 2001). They are perceptions held by consumers and are therefore public objects, not only assets of the organization. It is in this sense that people can be said to "own" brands(Miller and Muir, 2004). In addition, Aaker and Joachimsthaler (2000) argued that since

brands can provide organizations with purpose and direction, and help in aligning stakeholders behind the organisations, branding efforts should be part of the vision and mission of every organization including the police force.

6.2 Organisations As Brands

De Chernatony and McDonald (2003) vehemently declared that almost anything can be a brand. Brand worthy entities are numerous and every organisation should be viewed as a brand (Aaker,1996). According to Rindova et al (2006), a celebrity firm is developed from the media's search for organizations that serve as dramatic examples of important changes in society by taking bold or unusual actions and attempt to create distinctive identities. These firms are natural targets for dramatized realities created by the business press.

Thomas (2004) stated that brands and reputations are among the very few sustainable strategic assets for an organization. Reputations work best when they are contagious. Marketing people point out that reputations and brands only create value when they allow an organization to enjoy relative advantages over others (Kotler and Keller, 2006;Adler, 2009). Reputations and brands gain significant credit for being unique. Recent corporate scandals in almost every country in the world have demonstrated the risk associated with irresponsible behaviour and poor governance to damaged reputations, brands and in some cases, the demise of companies (Thomson, 2011; Chunawalla, 2009; Maha, Christine and Wael, 2011). The study was done to find ways of revitalising the brand resonance of Zimbabwe Republic Police, and avoid its fall in the eyes of the public and the world.

6.3 Corporate Reputation, Corporate Image, corporate identity and organisational identity

Public institutions like police force and the army have been grappling to project a good reputation among the citizens (Sedevic, 2012). Such organizations like municipalities and charities have presented unique opportunities for rebranding since early 2000 (Keller, 2003). De Charnatony and McDonald (1998) used the term "corporateness" as an umbrella term for the various powerful and revealing corporate level concepts, including reputation, identity, image, brand, vision, strategy, communications, culture, social responsibility and governance that have come to form a new way of thinking about organizations. As a result, corporateness implies the desire for many institutions which used to appear far away from branding concepts. The USA and Uganda have been at the forefront of bringing the corporateness to their armies and police force respectively (Sedevic, 2012). The promised benefits derived from strong corporate brands, images and reputation are now being taken seriously by numerous organizations on a global scale. The study of corporateness, however, also creates a great deal of confusion because a variety of corporate-level concepts, like corporate identity, organisational identity, corporate image, corporate reputation, and communications compete for prominence (Aaker, 2001, Balmer and Geysler, 2003). In this study the corporate identity reflects the role of top management in corporate branding, while organisational identity reflect the day to day behaviour of police employees that reflects their culture and values(Herding, et. al, 2009). While corporate image is a short term description of the organisation's activities, the corporate reputation provides a long term summation of those images in the minds of corporate brand stakeholders(Wheeler, 2006).

The distinction between the external variables(corporate reputation and corporate image) and the internal variables(corporate identity and organisational identity) is given by the diagram below.

Figure I: The Corporate Brand Elements

The ZRP brand can be restored by proper alignment among the four faces of corporate brands. For example, the external reputation need to be supported by the internal corporate identity, and the external image need to supported by rebranding the ZRP officers.

In the study the analysis of ZRP employee conduct and behaviour was premised on evaluating the organisational identity and corporate image. The measure of overall brand associations reflected the review of ZRP's corporate reputation. It is assumed that the corporate identity elements in terms of vision, mission, plans and policy documents reflect an excellent mandate of the ZRP's brand.

The ZRP rebranding process can be expedited by the AC³ID model that was developed by Balmer and Greyser (2003). These acronym variables include Actual identity, Communicated identity, Conceived identity, Covenanted identity, Ideal identity and Desired identity (AC³ID). What becomes mainly critical are the actual identity as represented by employees and the covenanted identity as promised in the Police Service Charter and the Constitution of Zimbabwe. The rebranding exercise can also apply the Seven S model by the Mc Kinsey consultancy(Moore, 2005). In this model the staff, style, skills, structure, systems and strategy need to be knit together around the shared values. The stakeholder model can also be applied by the ZRP for rebranding their organisation by aligning stakeholder images behind the brand as influenced by the stakeholders' current and future interest, fears and expectations. Stakeholder satisfaction with a brand could be defined as a cluster of positive feelings and a favourably predisposed state of mind of a customer towards the brand.

The cultural approach carries employees as representatives and, critical careers and communicators of the ZRP brand aspects (Thompson, 2011). Although employees can and do identify with their organizations they are also concerned with themselves. In return for doing a good job they expect adequate pay, satisfactory working conditions job security and certain amounts of appreciation, prestige and power. Once the organisation removes the employees’ organisational identity crisis the corporate brand will be stronger (Keller, 2003). The individual achievements, ethical conduct and behaviour of employees might also improve the brand of the force. Herding et al(2009) encourage corporate branding activities to align corporate identity, corporate reputation, organisational identity and corporate image in a well linked design. Branding opportunities come as result of identifying the identity gaps surrounding the four corporate brand elements for the ZRP brand.

VII. Research Methodology

In conducting the research, the positivist philosophical paradigm was largely adopted so as to observe the relationships which could be established between some phenomena. The specific research approach was largely quantitative and used the descriptive cross-sectional survey design and strategy. Descriptive research is mainly focussed on gathering of information about existing conditions or situations for the purpose of description and interpretation. In terms research subjects, the estimated overall population was 1 000 000 which comprised of all adults in Harare Metropolitan province. The sampling frame was 500 000 people who work in the city centre, shopping centres and industrial sites.

In this study quota sampling was used which initially aimed to achieve a 50%:50% male to female ratio and a minimum of 25% of respondents to come from each of the three residential areas. The achieved sample structure consisted of 147 respondents. The response rate was 58.8%. These included 86 males(58.5%) and 61 females(41.5%). The residential area proportions were 42 for low density(28.6%), 47 medium density(32.9%) and 58 for high density suburbs(39.5%). The study used 42.2% married people, 29.9% single parents and 27.9% singles ‘not married’ respondents. The study had 39.5% non-managerial, 38.1% self-employed and 22.4% managerial respondents. The study used 61.9% of research subjects who directly interacted with police either as suspects, victims and perpetrators. The 38.1% were those with indirect interactions and opinions of the ZRP brand. The sampling adequacy was estimated to be 0.643 (64.3%) by the KMO measures, and hence made factor analysis permissible. The data was collected using a Likert scaled questionnaire that comprised both open- ended and close-ended questions for measuring the brand perception and attitudes of community members. The questionnaire measured the perceptions on ZRP employee behaviour and professional conduct, the performance of the traffic sub-brand and the overall brand associations and reputation of ZRP. The researcher pilot tested the questionnaire with some randomly selected Harare residents. Inconsistencies and errors on the questionnaire were discovered and corrected. This improved the validity and reliability of the research instrument. The overall reliability of the research instrument was given by Cronbach’s Alpha of 0.52, which is above 0.50. The data was collected through drop and pick, and face to face survey. Data was analysed using the SPSS version 19 software. The Likert scale was coded and the numerical survey results were entered into the system. Key statistical models used were the basic frequency tables with mean and percentage values, correlation analysis and Chi-Square test. The hypotheses were tested and conclusions made in relation to rebranding opportunities.

VIII. Data Analysis, Presentation And Discussion

The discussion of results cover the employee behaviour and professionalism, the perception on the traffic section and overall brand reputation. These are covered step by step below.

8.1 The ZRP Employee Behaviour and ZRP Brand

Corporate branding requires that employees(the organisational identity) portrays a good picture to the external stakeholders. The public perceptions on ZRP Brand is dependent on how the officers interact with the public. Recognising that the brand stays in the minds and hearts of stakeholders, the question is: What are people saying about ZRP officers’ conduct. The research results are shown in the Table I below.

Table I The ZRP Employee Behaviour and ZRP Brand

	Mean	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
The police is very corrupt such that without money no service	2.24	29.3	43.5	7.5	13.6	6.1
ZRP employees shows no empathy/compassion in its service delivery	2.63	19.0	32.7	21.1	20.4	6.8
ZRP members lack commitment and trustworthiness and honest	2.95	15.6	29.3	8.2	38.1	8.8
ZRP lack professionalism and confidence when dealing with clients	3.20	10.9	23.1	13.6	39.5	12.9
Overall Mean	2.76	-	-	-	-	-

The ZRP brand's lack of professionalism and confidence when dealing with public got a mean value of 3.20. This indicated that respondents disagreed with the statement itemised above. Majority of respondents(52.4%) felt that our ZRP officers are professional and full of confidence in dealing with clients and the citizens. They put order and make peace in many situations. A mean value of 2.95(close to 3.00) was recorded on the measure that 'ZRP members lack commitment, trustworthiness and honest'. This is almost an average position. It might, however, mean that the ZRP brand has some areas of failure like ignoring some reported crimes, conniving with perpetrators and misrepresenting facts in writing their dockets. The personal bias and prejudice make them rated as untrustworthy and dishonest. This reduces the strength of the ZRP Brand as perceived by the society.

The measure that 'ZRP employees shows no empathy and compassion in its service delivery system got a mean value of 2.63. Law enforcement might not need reasoning and personal judgment in some cases, but situations on the ground requires the officers to make such judgments. ZRP officers need to put themselves in the shoes of victims, the law and the perpetrators. This improves the 'ZRP-Society' brand resonance. Appropriate force and command will be applied rationally. This got a mean value of 2.63 and an overall agreement percentage of 51.7% that 'no empathy and compassion' is shown. Cultural and personal values are critical in dealing with the public(Balmer and Greyser, 2003). The 'the police is corrupt such that without money no service' dimension got a mean value of 2.24 and an overall agreement percentage value of 72.8%. The corruption perception of the police was rated to be high. The public said such areas include document processing, resolving domestic disputes, and follow-ups on theft cases. This might make people reluctant to report some crimes due to the corruption image of the ZRP Brand.

8.2 Traffic Section ZRP Brand and Public Perceptions, and ZRP Re-Branding

In measuring the overall ZRP Brand's image and reputation the Traffic Section sub-brand need to be evaluated since it deals with many publics. People in buses, cars and bicycles require the Traffic police service for safety and guidance. The perceptions of police activities in this area are shown on Table II below.

Table II Traffic Section Brand and Public Perceptions

	Mean	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Traffic officers are too many on the road	2.08	32.7	42.2	13.6	7.5	4.1
On roadblocks, money is collected but no receipts are issued	2.29	25.2	40.8	17.0	13.6	3.4
Traffic investigations are done on time and professionally(R)	2.44	21.1	45.6	8.8	17.7	6.8
Accident scenes are attended in time and effectively(R)	2.47	25.9	32.7	17.7	16.3	7.5
Traffic officers are harsh and rude on the road	2.62	16.3	41.5	13.6	21.1	7.5
Overall Mean	2.38	-	-	-	-	-

On the 'traffic officers are harsh and rude on the road' the study established a mean value of 2.62. This indicate that respondents were negatively perceiving the police officers. The public need respect and being treated as citizens. They were blamed for being harsh and rude in cases where people are not even showing resistance. The percentage rating of 57.8% on overall agreement on being harsh and rude indicate the need for a re-branding exercise.

On 'traffic investigations being done on time and professionally', a mean value of 2.44 and an overall agreement figure of 66.7% was established. This shows the police are being time conscious and are professional when attending the accident scene. Such a brand association mean that the society has a high brand equity on the Brand ZRP. This means disputes at accident scenes are usually resolved effectively and with urgency.

The timely attendance of accident scenes got a mean value of 2.47 and a percentage agreement value of 68.6%. The public generally appreciated the role done by the ZRP brand in terms of reacting to accidents and effectively rescuing people. Only 23,8% disagreed on this statement. This value need to be emphasized during the rebranding exercise. The measure on 'collection of roadblock money without issuing receipts' got mean value of 2.29. The public expressed concern on cash paid to officers on the road without getting receipts. This is believed that the ZRP officers will eventually pocket such money. This indicate that ZRP Traffic sub-brand could be viewed as highly corrupt by the society. Other corruption allegations are that they do not inspect the faults on cars but just demand the bribes from motorists. This generally tarnishes the image of the overall ZRP brand. The 'traffic officers are too many on the road' measure got mean value of 2.08 and a 74.9% value of overall agreement. The public perceived that too many police officers in the road make the journeys take longer time than normal. This got a mean value of 2.08. Having many police officers in the road could be a positive thing if their roles are positively rated. These might not need to have their numbers reduced, but should be generally empathetic to motorists.

4.3 General Perception of Harare Residents on The Reputation of The ZRP Brand

The research focussed on assessing in-built perceptions and reputation of police officers and their organisation by the Zimbabwean society. The construct used include hardworking, education, offering security, social responsibility and impartiality in service delivery (Balmer and Greyser, 2003). The table below shows the research results and these are discussed below.

Table III: General Perception of Harare Residents on The Reputation of The ZRP Brand

	Mean	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Hardworking	2.18	25.9	49.7	7.5	14.3	2.7
Highly educated force	2.50	15.0	47.6	15.6	16.3	5.4
Offer the best security	2.71	15.0	34.0	19.7	27.9	3.4
Socially responsible	2.92	12.9	28.6	17.0	36.7	4.8
Impartiality in their duties	3.04	10.9	28.6	16.3	34.0	10.2
Overall Mean	2.67	-	-	-	-	-

There was a positive rating on the ‘hardworking’ factor with a mean value of 2.18. and combined agreement percentage of 75.6% was produced. The reputation of being hardworking could be a result of their duty conscious reaction, participation in national events, efforts in accident recoveries, and manning road blocks. The ZRP Brand is able to work under harsh conditions. The re-branding exercise should state and emphasize this important attribute of ZRP (Balmer and Greyser, 2003). The ‘ highly educated force’ variable got a mean value of 2.50 and an overall agreement percentage of 62.6%. A mean value of 2.50 indicate that the society perceives the police as highly educated. The university and polytechnic graduations produces many police officers who attained degrees and diplomas in various faculties. Since Zimbabweans value education and literacy, this variable contribute or resonate positively to ZRP’s brand equity (Kevin and Ceridwyn, 2010). About 21.7% of respondents disagreed on police organisation being a highly educated people. This could be caused by some clashes and encounters where officers were not considerate, and interpreted as being uneducated.

On ‘offering the best security’ the research produced a mean of 2.71. Those who strongly agreed on best security were 15.0%, agreed were 34.0%, and those not sure were 19.7%. The citizens who disagreed that police offered best security were 27.9% and those who strongly disagreed were 3.4%. With the overall agreement figure of 49.0% and the remainder 51%, ranging from ‘not sure’ to ‘strongly disagreed’, the study indicate some mixed feelings on the security reputation. This could come as a result of perceived divided attention and disproportionate deployment of the forces in the residential areas. Night patrols are highly important to residents in the low, medium and high density suburbs. The ‘social responsibility’ reputation got a mean value of 2.92 and a combined agreement percentage of 41.5%, which is the same as the disagreement percentage of 41.5%. Though the values are generally acceptable as good and average , the ZRP Brand is said to be lacking on social responsibility by its failure to give warnings before people commit crimes, and are not known for donating funds or even their labour to society. Some projects like pot hole filling, free security to churches and other social programmes are opportunities for police to get social responsibility recognition. Schuitz et al (2005) encouraged the application of social responsibility activities in corporate branding processes. On the ‘impartiality in their duties’ the respondents gave it a mean value of 3.04 and a small agreement percentage of 39.5% indicate that few respondents agreed that the ZRP Brand is impartial. This perception could be coming from police’s association with big businesses, big people and certain political parties. The alleged partisan attitude of police make it blamed for impartiality. At some time the ZRP brand was blamed for supporting the ruling party and in some cases for being moving the manifesto of the main opposition political party. The re-branding exercise should emphasize that ZRP will do its duties without fear and favour.

8.4 Hypotheses Testing of Branding Variables

8.4.1 Hypothesis Testing: Chi-Square Analysis

Table IV: Direct Encounter with Police and ZRP No Empathy/Compassion in Service Delivery

Experience/Direct encounter with police operations in Harare * ZRP members show no empathy/compassion in its service delivery Crosstabulation

Count		ZRP members show no empathy/compassion in its service delivery					Total
		Strongly agree	Agree	Not sure	Disagree	Strongly disagree	
Experience/Direct encounter with police operations in Harare	Yes	12	29	24	18	8	91
	No	16	19	7	12	2	56
Total		28	48	31	30	10	147

Hypothesis. H₁: There is an association between ‘direct encounter with police operations’ by respondents and rating on ‘no empathy/compassion in ZRP’s service delivery’.

Results: We carried out a Chi-Square tests at 0.05 level and produced a p-value of 0.062. See the table below for the Chi-Square test results.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	8.951 ^a	4	.062
Likelihood Ratio	9.178	4	.057
Linear-by-Linear Association	4.172	1	.041
N of Valid Cases	147		

a. 1 cells (10.0%) have expected count less than 5. The minimum expected count is 3.81.

Conclusions: Since the p-value of 0.062 is slightly more than an Alpha value of 0.05, we fail to accept H₀ and conclude there is no association between direct encounter with police and perception on ‘no empathy/compassion in ZRP’s service delivery’ at statistically significant level. There is, however, a practical significance at 0.062 that make us accept H₀ as long the p-value is less than 0.50. The practical significance test results indicate that those with indirect encounter with police were, interestingly, agreeing more to the no empathy allegation than those who had direct encounters with police. This is an important conclusion to use in the ZRP re-branding programme.

8.4.2 Hypothesis Testing II: Chi Square Test.

Table V: Direct Encounter with Police and Money is Collected but no receipts are issued at Roadblocks

Experience/Direct encounter with police operations in Harare * On roadblocks, money is collected but no receipts are issued Crosstabulation

Count		On roadblocks, money is collected but no receipts are issued					Total
		Strongly agree	Agree	Not sure	Disagree	Strongly disagree	
Experience/Direct encounter with police operations in Harare	Yes	21	31	18	16	5	91
	No	16	29	7	4	0	56
Total		37	60	25	20	5	147

Hypothesis. H₂: There is an association between ‘direct encounter with police operations’ by respondents and rating on ‘money is collected but no receipts are issued’.

Results: We carried out a Chi-Square test at 0.05 level produced a p-value of 0.040. See the table below for the Chi-Square test results.

Chi-Square Tests

	Value	df	Asymp. Sig. (2-sided)
Pearson Chi-Square	10.017 ^a	4	.040
Likelihood Ratio	11.981	4	.017
Linear-by-Linear Association	7.294	1	.007
N of Valid Cases	147		

a. 2 cells (20.0%) have expected count less than 5. The minimum expected count is 1.90.

Conclusions: Since the p-value of 0.040 is less than an Alpha value of 0.05, we accept H₀ and conclude there is an association between ‘direct encounter with police’ and perception on ‘money is collected without issuing of receipts at road blocks. The test results indicate that those with indirect encounter agreed on the allegation while those with direct encounter were not fully agreeing with the allegation.

8.4.3 Hypothesis Testing: Correlation Analysis on Direct Encounter and Perception of Traffic Section Sub Brand.

For the hypothesis testing consider the paired mean table and the correlation results table below.

Table VI: Direct Encounter with Police and Perception of Traffic Section Sub-Brand

	Experience/Direct encounter with police operations in Harare	
	Yes	No
	Mean	Mean
Traffic oficers are harsh and rude on the road	2.66	2.55
Traffic investigations are done on time and professionally	2.44	2.43
Accident scenes are attended in time and effectively	2.53	2.38
On roadblocks, money is collected but no receipts are issued	2.48	1.98
Traffic oficers are too many on the road	2.27	1.77

Hypothesis. H₃: There is a strong positive relationship between responses of ‘direct encounter’ and those of ‘indirect encounter’ respondents on the brand performance of the ZRP Traffic Section.

Results: A one tailed correlation test at Alpha of 0.05, produced an r-value of 0.817 at a p-value of 0.046. See the table below for the correlation test results.

Correlations

		DirectYes	DirectNo
DirectYes	Pearson Correlation	1	.817*
	Sig. (1-tailed)		.046
	N	5	5
DirectNo	Pearson Correlation	.817*	1
	Sig. (1-tailed)	.046	
	N	5	5

*. Correlation is significant at the 0.05 level (1-tailed).

Conclusion: Since the r- value of 0.817 is greater than 0.50, at p-value of 0.046, we accept H₀ and conclude there is a strong relationship between direct encounter respondents and indirect encounter respondents on the brand performance rating of the ZRP Traffic sub-brand. This shows that information and rumours about ZRP are diffused into the society at a high speed between those who dealt with police directly and those who dealt with police indirectly. It assumes that a close alignment exists between internal brand elements and external brand elements of the overall ZRP brand.

8.4.4 Hypothesis Testing: Correlation Analysis.

For the hypothesis testing consider the paired mean table and the correlation results table below.

Table VII: Direct Encounter with Police and The Overall Perceived Image of ZRP by Society

	Experience/Direct encounter with police operations in Harare	
	Yes	No
	Mean	Mean
Hardworking	2.16	2.21
Highly educated force	2.53	2.45
Offer the best security	2.79	2.57
Socially responsible	2.96	2.86
Impartially in their duties	3.05	3.02

Hypothesis. H₄: There is a strong positive relationship between responses of ‘direct encounter’ and those of ‘indirect encounter’ respondents on the performance of ZRP on overall brand image dimensions.

Results: A one tailed correlation test at Alpha of 0.05, produced an r-value of 0.964 at a p-value of 0.004. See the table below for the correlation test results.

Correlations

		DirectYes	DirectNo
DirectYes	Pearson Correlation	1	.964**
	Sig. (1-tailed)		.004
	N	5	5
DirectNo	Pearson Correlation	.964**	1
	Sig. (1-tailed)	.004	
	N	5	5

** . Correlation is significant at the 0.01 level (1-tailed).

Correlations

		N	Correlation	Sig.(1-tailed)
Pair 1	Direct Yes & Direct No	5	.964	.004

Conclusion: Since r-value of 0.964 is greater than 0.50, at p-value of 0.004, we accept H_0 and conclude there is a strong relationship between ‘direct encounter’ respondents and ‘indirect encounter’ respondents on the brand performance rating of the ZRP Brand on overall brand image dimensions. This could be showing that information and rumours about ZRP are diffused into the society at a high speed between those who dealt with police directly and those who dealt with police indirectly.

IX. Conclusion

The study indicated that the police officers are corrupt, shows no empathy and compassion in its service delivery and are untrustworthy and dishonest. They were, however, found to be professional and confident in the delivery of their core duties. The research concludes that a culture of corruption, unfair practice and lack of empathy is darkening the organisational identity of the ZRP Brand. Research results indicated that police officers are harsh and rude, they collect road block money without receipting and there are too many road blocks on roads. On the positive note the traffic section was hailed for timeous investigations on traffic crimes and on attending accidents scenes. Given the findings, it can be concluded that ZRP traffic section do their core job perfectly but they are known for pocketing funds from the drivers and motorists. Research results indicates that the ZRP people are hardworking, highly educated, offers the best security and are partly socially responsible. The negative reputation was on suspected impartiality. The study conclude that ZRP Brand is strong in the area of hardworking, education and ability to offer security and weak in the area of impartiality in the delivery of some duties. The study also conclude that while the image of ZRP was generally negative, the reputation of ZRP was generally positive.

X. Recommendations

Since a corporate brand is determined by its employees, the police officers should be trained on the ethics of their work. They should read on cultural values of Zimbabweans and apply their professional code with their heart. This will make them apply force where society expect it, and engagement where society expect it. Each individual officer should aim at reducing corruption tendencies from their hearts and this will build confidence with society and all specific stakeholders. ZRP brand can be built into a big brand equity by respecting motorists on the road and receipting money which they collect on the road so that the public will not perceive them as corrupt. The Traffic section should make elementary tests on both public and private cars that are suspected to be faulty. They should be seen to be helpful rather than punitive. The department should continue with its quick response to accidents and traffic crimes. The police should continue to be hardworking, being involved with academic learning and offering best security since these are the reputation and lasting positive memories of ZRP in the heart of Zimbabwean citizens. They should, however, upgrade their social responsibility activities and avoid impartial practices. The rebranding exercise should address all negative image issues like corruption, being rude and impartiality and communicate the brand’s strengths like hardworking and offering the best security. The study recommend the organisation to make a quick turnaround on its falling image and capitalise on the positive reputation that was built over a long time.

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