

## **Modelling Share of Mind and Share of Heart as Contemporary Measures of Competitive Success in the Fast Foods Market**

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**Abstract:** *Many firms and industries in Zimbabwe were mainly using market share(units and or revenue) as a measure of market dominance and prosperity. This was supported by the top managers who demanded that board room discussions be based on tangible figures around financial and production volumes. This made marketing directors to rely on calculating relative market share and absolute market share metrics for reporting their marketing activities and performance. Sharp fluctuations in sales and customer base seemed to be difficult to predict using the more historical market share and sales volume metrics. This study was done since marketing managers were losing confidence of market share metrics in preference of measuring and using the share of mind and share of heart psycho-emotional positions. Competition need to be measured in the minds and hearts of customers, and not usually too late as done at market share levels. The study used a gender based quota sample of 119 male respondents and 111 female respondents, taken from Harare and adding up to 230 customers. The study indicated that recall and recognition, frequency of shop visit and the propensity to recommend to friends and relatives by customers were important measures of competitive positions of firms in the fast food industry. The leader in the share of mind was Chicken Inn and leader in the share of heart was Chicken Slice. The study recommended share of heart and share of mind to be used as key models for measuring market and forecasting success of firms in the service and fast moving consumer goods industries.*

**Key Words:** *Fast food industry, share of mind, share of heart, market share, competitive position.*

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### **I. Introduction**

The Harare fast food market is made up of Chicken Inn, Chicken Slice, Wimpy, Pablo's- Pachoto, African Fried Chicken(AFC), Bhelo's, TN Grill, KFC and Food Express, among others. The major products offered include chips, fish, meat pies, pizza, cold drinks, ice cream, coffee and other food stuffs. The management of these firms are worried about the intense competition that is making some firms to close their branches and open new ones in different locations. The need to know what customers are thinking about the fast food brands and products becomes a critical source of direction for planning and revenue generation. Relying on market share metrics calculated basing on output of each firm and sales revenue proves to be more production and inward oriented(Abyrab, 1999). What is in the mind of customers is what will define competition in a more accurate way than historical estimates of usually window dressed sales volumes and market share figures.

The need to measure market dominance among players in an industry is a critical strategic question relevant to both firms and customers. Customers want to do business with firms that are popular in the market. Market leaders(dominant firms) were usually known for doing well in the areas of sales revenue, profitability, cash-flows and even high share prices(Wood, Pittas and Franzak, 2008). The ability to produce and sell large volumes of output compared to rivalry players became a key indicator of market success. Many firms have since reduced their focus on using profitability as a measure of business performance since it is only a result and not a determinant of the firm's effectiveness and efficiency. Though Chief Executive Officers(CEOs) pressurise marketers to present the usual tangible market share data for justifying their existence in the market, the intangible metrics given by the share of mind and the share of heart might need the prime attention since they are those determining the tangible metrics given by the financials and market share data. This study treat market share metrics as dependent on the firm's goodwill and social capital given by the market. The concept of goodwill and social capital are closely related to the share of heart and share of mind. Firms in the fast moving consumer goods and service industries mainly rely on what customers think and feel about the products they are offering. Businesses do not sell to pockets, wallets, bellies and other parts of the body but to minds and hearts(Warrington, 2005). Firms that used to calculate market shares need to be encouraged to move to a new approach of calculating share of mind and share of heart as pointers to the current and future operational success. For fast food firms to develop customer loyalty programmes that will build effectively their future and current market shares, there is need to start at developing the share of mind and share of heart that are linked to sales revenues and volumes(Reinartz and Kumar,2002). Ries and Trout(2001) said competitive battles are won in the minds of customers! Even though some firms want to calculate the market shares for their industry, the managers of respective firms usually hide and lie about their sales and production figures. The share of mind and share of heart are measured from customers who usually have nothing to hide about the perception of their

product consumption and usage experiences. Customers choose who will lead the market, what service providers will sell and why they buy. While 'share of wallet' is based on the relationship marketing philosophy of incentivising the customer to spend more and more with the same firm, 'share of mind' and 'share of heart' is based on the belief that companies need to occupy and conquer effectively the minds and hearts of consumers. One may actually deliver better service than one's competitors, but if the customer thinks that the delivered service is poor, then that is all that matters. Despite the effort of making their sales and market shares grow against those of competitors, fast food firms like Pablo's –Pachoto, TN fast foods, Wimpy, AFC, Bhello's, Chicken Slice and Chicken Inn need to concentrate on discovering factors that influence those market shares by using share of heart and share of mind metrics. This study focussed on establishing share of mind and share of heart of fast food firms from the customer's point of view.

### **1.2 Statement Of The Problem**

To what extent can current and future competitive position of rivalry firms in the fast food industry be established by analysing 'share of mind' and 'share of heart' of their customers? To what extent can a proposed model be used for measuring 'share of mind' and 'share of heart' for firms in the fast foods industry?

### **1.4 Research Objectives**

1. To analyse the 'share of mind' and 'share of heart' positions of selected fast food outlets.
2. To propose and test the application of a model for measuring 'share of mind' and 'share of heart' of firms in the fast foods market.

## **II. Literature Review**

The literature covers the review of market share, share of mind and share of heart in relation to fast foods industry in Zimbabwe. The three measures (market share, share of mind and share of heart) all relate the company to the customer's purchase behaviour and hence need to be analysed when consumer perceptions for a company's products are measured. The interesting part is that market share goes with conation, share of mind goes with cognition and share of heart is the affection component of consumer attitudes (Peter and Olson, 2008; Srinivasan, Vanhuele and Pauwels, 2010). The discussion of these strategic marketing metrics is done step by step, starting with market share and ending with share of heart and this assisted to position share of mind and share of heart as superior to the generic market share measures.

### **2.1 Market Share and Fast Foods Industry**

Market share analysis evaluates a company's performance in comparison to that of its competitors (Jobber, 2010). This is the percentage of a market's unit or revenue sales accounted for by a specific firm in an industry. For this study there will be need to measure market share of Chicken Inn in Harare market. There are two basic measures of market share, namely; the absolute market share and relative market share. Absolute market share is the basic percentage of a firm's sales to the total industry sales, as on the main definition above. Relative market share measures a firm's or brand's market share against that of its leading competitor. The formulae are shown below.

1. Absolute market share= 
$$\frac{\text{Firm's Unit or Revenue Sales}}{\text{Total Industry Unit or Revenue Sales}} \times 100\%$$
2. Relative market share= 
$$\frac{\text{Brand's Market Share( Unit or Revenue)}}{\text{Largest Competitor's Market Share(Unit or Revenue)}} \times 100\%$$

When a brand is a market leader its relative market share has a value greater than one (Jobber, 2010). A large relative market share in a BCG analysis shows a high competitive strength (Kotler and Keller, 2006). This means Chicken Inn (market leader) might need to compare its market share with that of Chicken Slice, its close competitor in the Harare market. Overall, we can say market share reflects the power of share of mind and share of heart developed in customers, such that we can have a simple equation as: Market share= Share of Mind + Share of Heart. Though this formula is over simplifying the reality of business, it highlights on the need to focus on the determinants of market share rather than the market share itself. One of the major weaknesses of market share is that it can be improved by short- term incentives which cannot create brand loyalty and long-term resonance between customers and the company (Wood, Pitta and Franzak, 2008). It is also more of a behavioural measure and hence cannot be used as a future behaviour predicting tool.

## **5.2 Share of Mind and Fast Food Industry**

Share of mind is defined as the level of cognitive information about a company that a consumer has. It is to do with brand recognition and recall (Kotler and Keller, 2006). Share of mind or 'share of voice' is expressed by customers' ability to understand the features of the brand and its relationship with other brands in the same industry. It is achieved by high publicity, advertising and public relations activities about the company (public awareness of the organisation). Share of mind is calculated by the percentage of consumers who were able to identify a firm when answering a question such as: 'Name any three companies you know in the fast foods industry?' The company that is named first has a higher share of mind than those named later. One of the possible questions in the study could be: 'Where is Chicken Inn in the share of mind continuum of fast foods firms in Harare?' Share of mind is constructed around awareness, top of the mind and advertising awareness metrics. General awareness considers the proportion of total population that is aware of a brand, whether asked by someone or not asked. It provides information about who got information about the brand (Kotler and Keller, 2006; Srinivasan et al, 2010). Top of mind provides customer's first brand to consider, while advertising awareness specifies the percentage of total population that is aware of a brand's advertising messages. Advertising awareness may be increased by higher frequency and timing (Kotler and Armstrong, 2013). The problem of the share of mind analysis is that new players can come and reason with your customers. A sustainable competitive advantage is built around share of heart and even 'share of the spirit', which is hidden from easy competitive attacks. It is difficult for competitors to reason with the heart of your customer. This makes it necessary to consider the analysis of the share of heart in the next section.

## **5.3 Share of Heart and Fast Foods Industry**

While marketers pursue market share, and advertisers strive for mind share, both have need to understand the significance of the share of heart (Richins, 1997). Share of heart in the business world means the affect relationship between a consumer and a particular brand, product or service provider (Wood, Pitta and Franzak, 2008). Abyrab (1999) said human beings are consumers who respond to products in an emotional, rather than rational and cognitive manner. It touches areas like humour, fear, joy, sadness and anger. It represents a degree of consumer commitment and emotional bonds that underlie a relationship with a product or service. Share of heart or brand love is a marketing construct that assesses satisfied consumers' passionate and emotional attachment to particular brands (Pitta and Franzak, 2008; Srinivasan et al, 2010). Share of heart is calculated by the percentage of consumers who identified the company when answering a questionnaire item requiring them to: 'Give any three firms from whom you prefer to buy a product'. Another powerful question in this measure is to ask customers: 'Would you recommend brand X to your best friend, relative or colleagues?' This question provides insight into the strength of customer relationships with the brand and the company (Jobber, 2010).

Share of Heart can be given by measures of: share of requirements/wallet, beliefs, purchase intention, loyalty and willingness to recommend. Share of requirements provide the level of brand purchases as a proportion of total market purchases. It answers the question: 'How committed are current consumers to a product or brand. Brand beliefs indicates the conviction by customers to the brand's attributes and performance (Kotler and Keller, 2013). Purchase Intention (PI) provides a measure on the willingness of customers to purchase a brand. Loyalty is the willingness of the customer to stay and continue shopping on one shop or buying one product. The question here is whether Chicken Inn, Chicken Slice, Wimpy, TN Grill or Pablo's consumers are loyal to their firms. Willingness to recommend shows willingness to recommend to friends, relatives and even the spouse. If you have love for your spouse, friend, child and colleague, you wish them well by recommending the best brand of your choice. It shows loyalty and potential impact on others.

Brand love or Share of heart is linked to higher levels of brand loyalty and positive word of mouth. The importance of share of heart is felt when there is a deeper understanding of why a consumer made a particular purchase (Wood et al, 2008). Fast food firms need to form positive emotional bonds that will bind a customer to a brand (Pitta and Franzak, 2008). Without a bond to the product, these consumers will inevitably switch brands when new players come in. Building relationships and share of heart seems to be an effective defense available to market leaders like Chicken Inn against aggressive promotional and product design efforts by other competitors like Chicken Slice, KFC, Pablo's, TN Grill and Wimpy (Pitta and Franzak, 2008). Understanding share of heart enables the marketer to dazzle the target market with relevant products each time the customer visits the shop (Abyrab, 1999). The benefit of the share of heart analysis is that it is applicable to non-profit organisations, parastatals, nations and the commercial organisations. The measurement of share of heart leads to the development of actual connection between a company and its stakeholders, and reducing consumer animosity and rejection of brands. Share of heart is, however, difficult to measure and ascertain since measuring share of heart requires exploring subjective and emotional feelings towards a brand or company (Wood, Pitta and Franzak, 2008).

### III. Research Methodology

The analysis of share of mind and share of heart of fast food firms was achieved through a positivistic research philosophy. The aim was to enable data to speak for itself leading to a comparison of firms to be done in a more objective way. The positivist approach applied a quantitative cross sectional survey for collecting data. A stratified sample of 230 fast food customers, that ensured a minimum of 40 respondents who visited each firm, was interviewed. The achieved gender proportions involved 119 males and 111 females. Those married were 104, the single parents were 27, while single unmarried were 99. Those from low density were 42, those from medium density were 90, while those from high density were 98. The 90% of customers were from the 20-39 years age group. The questionnaire contained items on recall and recognition of each firm, the frequency of visiting each fast food firm, and the willingness to recommend to friends and relatives. Face to face interviews and drop and pick methods were used for collecting data from the customers. Data analysis was done using the SPSS and this produced percentages, mean values, and relative positions of firms in terms their share of mind and share of heart performance. A model for calculating percentage share of mind and share of heart for firms in fast food industry was proposed and applied to rank the firms accordingly. Discussion of results was done in relation to the need to value the customer's minds and their hearty affection of fast food brands.

### IV. Basic Analysis And Discussion Of Results

#### 4.1. Share of Mind of Fast Food Firms In Harare; Basic Percentages and mean Values.

**Table I: Customers Always Remember and Recognise The Brand Features of Each Firm**

Firm	Mean	SA(5)	A(4)	NS(3)	DA(2)	SDA(1)	TOTAL
Chicken Slice	<b>3.52</b>	27.0	30.9	17.0	17.8	7.4	100
Wimpy	<b>3.00</b>	17.8	17.4	26.5	23.0	15.2	100
TN Grill	<b>2.19</b>	5.2	6.5	25.7	27.4	35.2	100
Pablo's	<b>2.69</b>	13.0	11.7	28.3	25.2	21.7	100
Chicken Inn	<b>3.97</b>	39.6	33.5	15.2	7.4	4.3	100

Key: SA-Strongly Agree; A-Agree; NS-Not Sure; DA-Disagree; SDA-Strongly Disagree.

The Table I above shows the percentages and mean values of the five firms that were rated on the share of mind variables. The key variable used was ability of customers to 'recall and recognise the brand features of each firm'. The firm with highest mean is Chicken Inn(m=3.97), followed by Chicken Slice(m=3.52), Wimpy(m=3.00), Pablo's(m=2.69) and TN Grill(m=2.19). Chicken Inn could have got the highest rating due to its long time presence in the Harare market. The brand visibility and exposure was also high due to high intensity of Branch network. Chicken Inn's recall and recognition rating is also leveraged by the Chicken Inn Football Club which features prominently in the Premier Soccer League(PSL) in Zimbabwe. Chicken Slice's visibility could have been increased by its high publicity programmes when launching its branches, and its Mvuma Complex that is located near the Harare-Masvingo-Beitbridge and- to South Africa road. Its fight with the market leader (Chicken Inn) and use of a similar name also improved the market's awareness of its existence. Wimpy was already in the market, but the new customers who are now resident in Harare seemed not to be aware of this brand. Pablo's and TN Grill were rated low in terms of Share of Mind due to the Limited branch network and being new in the market. The possible lower sales and market share to be generated by these smaller firms might be coming from the lower recall and recognition levels. The ability to recognise and recall companies gives some measure of the share of mind (Kotler and Keller, 2006), and this require more effort of market players. The top firms, Chicken Inn and Chicken Slice could be having higher market shares due to their higher recall and recognition enjoyed in the fast food market. The study indicate that Chicken Inn had higher share of mind than other players in the Harare fast food market.

#### 4.2. Share of Heart of Selected Firms In the Harare Fast Food Industry

**Table II: Frequency of Visiting Each Fast Food Firm by Customers**

Firm	Mean	Very High	High	Average	Low	Very Low	TOTAL
Chicken Slice	<b>4.12</b>	44.8	30.4	17.8	4.3	2.6	100
Wimpy	<b>2.83</b>	10.9	22.2	29.1	25.2	12.6	100
TN Grill	<b>2.58</b>	4.3	13.5	35.2	29.1	17.8	100
Pablo's	<b>3.35</b>	22.2	25.2	23.9	22.2	6.5	100
Chicken Inn	<b>3.76</b>	38.7	23.5	21.3	8.7	7.8	100

**Table III: Willingness to Recommend to Friends and Relatives**

Firm	Mean	SA(5)	A(4)	NS(3)	DA(2)	SDA(1)	TOTAL
Chicken Slice	<b>3.92</b>	37.8	34.3	15.2	7.0	5.7	100
Wimpy	<b>2.66</b>	13.5	22.2	10.4	25.2	28.7	100
TN Grill	<b>2.22</b>	6.5	16.1	8.3	30.4	38.7	100
Pablo's	<b>2.91</b>	17.4	22.6	15.2	23.0	21.7	100
Chicken Inn	<b>3.62</b>	25.7	29.1	13.5	22.2	9.6	100

Key: SA-Strongly Agree; A-Agree; NS-Not Sure; DA-Disagree; SDA-Strongly Disagree.

On Table II, the firm that enjoyed more frequent customer visits is Chicken Slice(m=4.12), followed by Chicken Inn(m=3.76), Pablo's(m=3.35), Wimpy(m=2.83) and lastly TN Grill(m=2.58). A customer will visit a shop more frequently as a result of loyalty or no option. In this case we assume the share of heart could be linked to loyalty based visits. Chicken Slice could be enjoying frequent visits due to better customer service, adequate chips and food of good taste. Chicken Inn's pull of customers could be slightly lower than that of Chicken Slice due to slow service, delivery of inconsistent food quality and negative employee attitudes. The relatively lower frequency of visits might mean that the respondents have significant behavioural loyalty and less attitudinal loyalty to Chicken Inn (Srinivasan et al , 2010). The Pablo's firm was generally higher than Wimpy and TN Grill in terms of frequency of visits due to its good pricing strategies and promotions. TN Grill was less visited due to variation in food quality and freshness. In real life, people visit their relatives and friends who are in their hearts. This expansion of love also lead to some recommendation of firms to relatives and friends. This naturally lead to the research results shown in Table III.

Table III shows the performance of fast food firms in the areas of willingness to recommend to friends and relatives. This is another dimension of measuring share of heart(SOH). The top firm was Chicken Slice(m=3.97), followed by Chicken Inn(m=3.62), Pablo's(m=2.91), Wimpy(2.66) and TN Grill with m=2.22. The majority of respondents said they recommend Chicken Slice to their friends and relatives more than Chicken Inn. Though Chicken Inn had a higher market share size, the lower share of heart might predict future fall in its market share. This confirms the need to measure this variable, rather than relying on market share measures when designing competitive strategies. The lower propensity to recommend the smaller firms like Wimpy, TN Grill and Pablo's could be an indicator of future fall of their market shares and closure of their businesses. The power of repeat purchase and visits, and recommending to friends and relatives have a leverage on the future competitive position of the players. Some respondents complained of poor food taste, poor complaints handling systems and unfriendliness of staff to customers by some players in the industry (Reinartz and Kumar, 2002). The study indicate that Chicken Slice had higher share of heart than other players in the fast food industry in Harare. Share of heart can be built through emotional marketing, effective service recovery, using naturally outgoing employees and making facial and eye contact with customers by each firm (Pitta and Franzak, 2008).

#### **4.3 Application Of The Proposed Model For Calculating Share of Mind and Share of Heart.**

**The Formula is as Shown Below:**

$$1. \text{ SOM/SOH} = \frac{\text{Mean Value (A)}}{\text{Max Likert Value B}} \times \frac{\text{Mean Value A}}{\text{Total Means (TM) of Industry Players} - \text{Mean Value (A)}} \times 100\%$$

2. Where: **A**= The firm under consideration e.g Chicken Slice could be the **A**.  
**B** = The maximum Likert Value, eg in 1-5 Likert Scale, the Maximum value is 5.  
 (Where 5 is strongly agree or very high in the factor)

**TM**= Total industry Means.

**NOTE:** This can be named the 'AB-TM' Model for Calculating Both the SOM and SOH.

#### **4.4 Application of The Model in Determining The Share of Mind(SOM)**

The Proposed Formula for Measuring The Share of Mind from Given Mean values of Selected Industry Players( See the Table IV above).

$$\text{SOM} = \frac{\text{Mean Value A}}{\text{Max Likert Value B}} \times \frac{\text{Mean Value A}}{\text{Total Means (TM) of Industry Players} - \text{Mean Value A}} \times 100\%$$

- Where: **A**= The firm under consideration e.g Chicken Slice could be the **A**.  
**B** = The maximum Likert Value eg in 1-5 Likert Scale, the Maximum value is 5.  
 (Where 5 is strongly agree or very high in the factor)

**TM**= Total industry Means. It is found by adding all mean values of each company considered in the study. In the study for share of mind, we added means for Chicken Slice, Wimpy, TN Grill, Pablo's and Chicken Inn. The total figure was 15.37.

#### **Illustration for Calculating the Share Of Mind of Chicken Slice.**

**A**= 3.52

**B** = 5.00(Likert Max)

**TM**= 15.37

$$= \frac{3.52}{5} \times \frac{3.52}{15.37 - 3.52} \times 100\%$$

$$\begin{aligned}
 & 5.00 && 15.37-3.52 \\
 & = \frac{3.52}{5.00} \times \frac{3.52}{11.85} \times 100\% \\
 & = 0.704 \times 0.2970464 \times 100\% \\
 & = \mathbf{20.91\%} \text{ (Share of Mind of Chicken Slice)}
 \end{aligned}$$

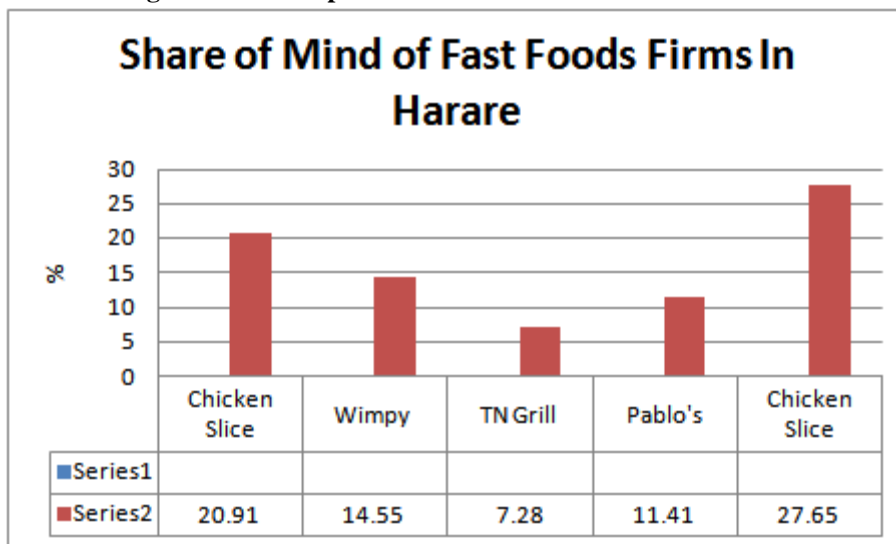
This same formula is repeated for Wimpy, TN Grill, Pablo’s and Chicken Inn(See Results on Table IV)

**Table IV: Calculating The Share of Mind(From Recognition and Recall of Brand Features)**

Firms (Selected Competitors)	Mean	% Share of Mind	Commend:
Chicken Slice	3.52	20.91%	No. 2
Wimpy	3.00	14.55%	No. 3
TN Grill	2.19	7.28%	No. 5
Pablo’s	2.69	11.41%	No. 4
Chicken Inn	3.97	27.65%	No. 1
TOTAL MEAN	15.37	N/A	N/A

**Note:** The Total Share of Mind Percentages Do Not necessarily Add up to 100%, since some independence is also assumed among firm’s marketing behaviour, and on how consumers perceive these firms. The overall measure of the share of mind of firms in the industry was displayed in a more clear way by the bar graphs below.

**Figure I: Bar Graph for Share of Mind of Fast Food Firms**



The bar graph indicate that Chicken Inn is leading in terms of share of mind followed by Chicken Slice, the Wimpy, Pablo’s and TN Grill. This is consistent with the ratings given by the basic percentages and mean values. This might be indicating that the proposed model/formula is effective and efficient in measuring the ‘share of mind’ of fast food firms.

**4.5 Application of The Model in Establishing The Share of Heart(SOH)**

**Table V: Calculating The Share of Heart( Frequency of Visits and Recommend to Friends and Relatives)**

Firms (Selected Competitors)	Mean Freq of Visits	% Frequency of Visits	Mean Recommend to F/R	% Recommend to F/R	% Overall Share of Heart	Commend:
Chicken Slice	4.12	34.15%	3.92	26.94%	30.55%	No. 1
Wimpy	2.83	14.26%	2.66	20.99%	17.63%	No. 3
TN Grill	2.58	10.26%	2.22	7.52%	8.89%	No. 5
Pablo’s	3.35	20.96%	2.91	13.64%	17.3%	No. 4
Chicken Inn	3.76	27.45%	3.62	22.38%	24.92%	No. 2
TOTAL MEAN	14.06	N/A	15.33	N/A	N/A	

The same approach was repeated for the share of heart table(See Table V). For the share of heart , the share percentage for each firm was calculated for ‘frequency of visiting’ and for ‘recommendation to friends and relatives’. The resulting percentages of the ‘frequency of visiting’ and ‘recommendation to friends and relatives’ were later on added and averaged to produce the overall Share of Heart.

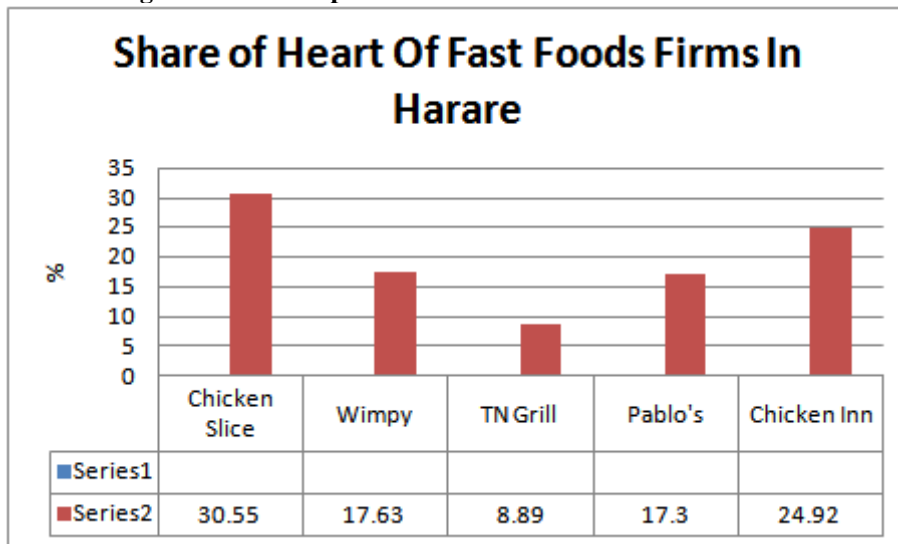
**Illustration For Chicken Slice:**

a) Share of Heart(Frequency of Visit) =  $\frac{4.12}{5.00} \times \frac{4.12}{(14.06 - 4.12)} \times 100\%$   
 =  $0.824 \times 0.4144869 \times 100\%$   
 = **34.154%**

b) Share of Heart(Recommendations to Friends and Relatives)  
 =  $\frac{3.92}{5.00} \times \frac{3.92}{(15.33 - 3.92)} \times 100\%$   
 = **26.935%**

c) The Overall Share of Heart:  $\frac{(34.55\% + 26.935\%)}{2}$   
 = **30.55%(See the Table)**

**Figure II: Bar Graph for Share of Heart of Fast Food Firms**



The bar graph above shows that Chicken Slice has higher share of heart, followed by Chicken Inn, the Wimpy, Pablo’s and TN Grill. This is consistent with the ratings given by the basic percentages and mean values. This could also be reflecting that the proposed formula is a possible effective model for use in the fast foods and similar industries.

**4.6 Evaluation Of The Model For Calculating The SOM and SOH**

**4.6.1 Strengths of The Formula/Model**

1. It alerts the firm on the growing mental presence of new firms. The model acknowledges that customers have many objects, ideas, brands, firms and other marketing stimuli in their minds and hearts.
2. The calculation acknowledges that the ‘share of mind’ and ‘share of heart’ are not only limited to firms chosen in the research and in the product category.
3. It meet the basics of relativity in making the comparisons. The model satisfy the basic mathematical concept of fraction, percentages and mean values.

**4.6.2. Weaknesses of The Formula/Model**

1. Does not produce percentages that necessarily add up to 100%, hence might confuse some readers and analysts.
2. It is generally pessimistic since the resulting share of mind and share of heart values are generally below the market share values given by industry statistics.

3. The model was only applied for fast food firms. This requires an advanced application to other fast moving consumer goods market for the generalisations to be reliable.
4. The variables used were limited in scope and might be improved if more sub variables will be used. This means some adjustments of constants and variables might need to be done to establish a more effective model.

## V. Conclusions

The study indicated that the share of mind is higher for the firms that advertise aggressively and also for those with large branch network. The long time market leader(Chicken Inn) was leading in the 'share of mind' measurement. The challenger firm(Chicken Slice) that offers new and attractive alternatives was leading in the area of 'share of heart' of the industry. This was caused by pulling power of high customer service and attractive food taste. The study concludes that a market leader can be known by the majority but may fail to pull those customers to itself if customers are attracted to a market challenger and also if they have many unresolved complaints. The study concluded that a model for calculating share of mind and share of heart can be established as long it is consistent with mean values and principle of relativity. Smaller and less visible firms suffered from both poor share of mind and share of heart. The variation in the calculated values of share of mind and share of heart shows that they are the key determinants of current and future market share positions of those selected competitors. It can be concluded that the AB-TM model is generally effective in giving relative positions of 'share of mind' and 'share of heart' of firms in the fast foods industry.

## VI. Recommendations

The share of mind could be increased by advertising through radio and fliers, billboards and participation on social responsibility activities. Publicity programmes need to be mounted for improving brand visibility of each outlet. A strong word of mouth communication is a major strategy for improving share of mind through overall service reputation. The fast food firms need to train service employees to maintain good relationship with customers. The share of heart of a market leader and market challenger can be improved when service employees work as customer consultants that solve customer problems without harassing them and ensuring fresh and tasteful food is served. Smaller firms are encouraged to copy good behaviour of large firms and also deal friendly with niche customers forgotten by top companies. The loyalty and high share of heart can be built when management understand that customers are emotional beings looking and longing for hedonic values in their food consumption. Positioning statements need to be simplified and made focussed so that it fits easily into the mind and heart of consumers. We need to carry out research that download information from the hearts and minds of current and prospective consumers!

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