Product Design Management Project and Success of Manufacturing Project in Rwanda. A Case of Route to Market Project in Bralirwa Plc

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Abstract

Much new product design is not capable to match with the process design and machine capability in the production process due to issue of project monitoring and evaluation in manufacturing industries. The new product development emphasizes the importance of introducing new products in the market for business sustainability rather than market responsiveness and satisfaction. The general objective of this study is to assess product design management project and success of manufacturing project in Rwanda. A case of route to market project in Bralirwa Plc. The Specific objectives was to determine the role of product branding on success of manufacturing project of Bralirwa Plc, to assess the effect of product life cycle on success of manufacturing project of Bralirwa Plc and to establish relationship between product design management project and success of manufacturing project. The research based on two theories such as Theory of change (ToC) Contingency Theory (CT). The study used a descriptive research design with two mixed method such as quantitative and qualitative. The target population was production officers, sales and distribution officers, Monitoring and evaluations specialist, performance management specialists (190) from which 129 was selected as sample. Data were collected using questionnaire and interview and then the analysis was done through SPSS (Statistical product for service solution) version 21. The findings of product branding on success of manufacturing project showed an overall mean of 3.77 with a standard deviation of 0.461 which means that product branding can influence the success of manufacturing project and this also increased. On product life cycle and success of manufacturing project it had an overall mean of 3.79 and a standard deviation of 0.514. It also shows that product life cycle has that influence on success of manufacturing project of Bralirwa plc. As indicated product design management project contribute to the success of manufacturing project as indicated by the mean of 3.982 and the standard deviation of 0.502 which shows that the products are well branded in the target market. Then the finding on success of manufacturing projects in terms of returns to the company and making profits As conclusion, The branding introduces a product to the customers and also to the market places, when a product is well introduced to the customers they will understand it well because it's the one that talks about the company and the product itself. As recommendations, from the finding it's highly recommended that

Bralirwa plc should put more efforts on customer satisfaction because if customers are satisfied with the product then they will buy more. Thus higher success will result into great revenue collection. Researcher suggests that other researchers can do more studies on the relationship between product design management and product life cycle to challenge the outcome.

1. Introduction

Product design determines the performance of industries throughout how good product design can lead to the profitability of industries in today's marketplace and satisfy customer's needs. However, many new products have been developed from research and they have failed to compete in the global market due to product performance issues such as poor product design, poor quality, very low profit, cost related issues and poor customer satisfaction (Rob, Raul, Jerry & Bert, 2010).

Besides, much new product design is not capable to match with the process design and machine capability in the production process due to issue of project monitoring and evaluation in manufacturing industries. The new product development emphasizes the importance of introducing new products in the market for business sustainability rather than market responsiveness and satisfaction (Ika, Diallo & Thuillier, 2010).

The problem arising in Bralirwa plc is that product design and package remain inappropriate and some products launched do not satisfy Customers' needs. The other problems consists of inappropriate decision making of management , inappropriate production techniques, changes of market needs and wants as well as increased costs of operations(Bralirwa annual report, 2022).

In order to ensure success of manufacturing project in Bralirwa Plc, there is a need to introduce a new product design strategies by a carefully accomplished new product development process measured in terms of proper product design fitness of Customers' needs, product life cycle and product monitoring and evaluation practices. This is reason why the researcher intends to assess the product design management project and success of manufacturing project in Rwanda. A case of route to market project in Bralirwa Plc.

1.2 Objectives of the Study
The general objective of this study is to assess product design management project and success of manufacturing project in Rwanda. A case of route to market project in Bralirwa Plc.

Specific Objectives
i.   To determine the role of product branding on success of manufacturing project of Bralirwa Plc
ii.   To assess the effect of product life cycle on success of manufacturing project of Bralirwa Plc
iii. To establish relationship between product design management project and success of manufacturing project

1.3 Research Questions
i.   What is the role of product branding on success of manufacturing project of Bralirwa Plc?
ii.   What are the effects of product life cycle on success of manufacturing project of Bralirwa Plc?

  iii. What is the relationship between product design management project and success of manufacturing project of Bralirwa Plc?

2. Literature review

This chapter is the review of related literature and comprises the theoretical literature, empirical literature review, critical literature and research gap identification, theoretical framework, conceptual framework and the chapter summary.

2.1 Theoretical literature Review

Product Design

It is in the product designer's greatest interest to consider the audiences who are most likely to be the product's end consumers. Looking at how consumers will perceive a product during the design process, product design will have an impact on the product's success in a target market. However, even if within a specific audience where consumers matter, it is still a challenge to provide satisfaction to each personality within that group (Tournois, 2014).

Product Branding

Branding can be referred to as a continuous process of identifying, creating, and managing products and services and taking actions to shape the product to appeal to the perception of a brand in stakeholders' minds. It is also the act of giving a company a certain design or symbol in order to promote its products and services in the competitive market, either by visual identity – name, logo, design, or packaging (Ahmad, Billoo & Lakhan, 2014).

Branding is absolutely important to most businesses because of the overall impact it makes on a company's products and services. Branding will change how people perceive your brand, and increase brand value, but it can also do the opposite if done wrongly or not at all (Oladele, Olowookere, Okolugbo & Adegbola, 2015).

Product life Cycle

James and Mona (2011), for easy analysis of how a product behaves from its developmental to its withdrawal from the market is quite possible when using a management tool referred to as The Product Life Cycle. The same tool can be used to consider its launch, growth and maturity

The product life cycle shapes a firm's capabilities of inducing a new product in the market and monitoring its development in that target market, and also partner coordination, and knowledge absorption, which subsequently affect new product development performance (Tsiotsou, 2016).

Project Monitoring and Evaluation

Monitoring and evaluation normally assess the degree to which project activities is going well as per planned within specified period of time. In construction industry, monitoring and evaluation is undertaken based on timelines of Gantt chart, activity and line of balance. The application of monitoring and evaluation emphasizes visual and graphical medium in construction industry so as to achieve the desired performance (Wanjiku, 2015).

Success of Manufacturing Project
Customer satisfaction

Mosahab (2010), satisfaction consists of process through which Customerscompare their expectation of quality performance to their perception of performance. Customers perceive the same service in different ways depending on their previous experiences and cultural factors. The customers' satisfaction or customer's satisfaction in manufacturing industry also

applies to the customers' perspectives in which their needs and wants as well as expectations for products or service have been met or surpassed. Hence this is termed to the responsiveness of customers' needs.

Cost Effectiveness

Cost effectiveness is process that usually starts long before the start of project process and ends, with project completion or project closeout, operation and maintenance monitoring and evaluation for cost effectiveness applies to the way of strengthening monitoring process to ensure appropriate project performance. In this case, applications of different approaches are involved in program plan (Young, 2010)

Expected quality Standards

Ika, Diallo and Thuillier (2010), quality is considered as coordinated activity which involves direct and control based on established policies, quality objectives, quality planning, quality assurance, quality control and improvement.

Quality assurance is determined by extent of costs and most project organization may engage in quality of product or service. In today competitive market, quality is the key to competitive advantage as it offers the need of evaluating costs of resources which the industry or expect to achieve within competitive advantages on the local or global market (Jemaa & Tournois, 2014).

2.2 Empirical Literature Review

A study conducted by Zhuang and Cumiskey (2010), to assess the brand influence that explains the consumer brand preference and advocacy. In two studies consisting of four national surveys, 50 consumer brands across 23 product categories were examined to test for and document the existence of a surname brand preference effect, findings reveal that individuals with surnames that match the names of brands on products prefer them more than other product brands and behave in a way that matches those brands. Findings also reveal that consumers who prefer brands with matching surnames are likely to label themselves as brand advocates.

Another study done by Turkey and Akbaba (2015), to assess the purchasing intentions among consumers in developing countries revealed that the purchasing intention can be encouraged by brand awareness and brand loyalty, thus managers should strive to promote brand awareness along with brand loyalty as both of them contribute towards positive purchase intentions.

A study conducted by Laroche and Parsa (2010), to assess the effects of product lifecycle management systems on new product development performance.. Findings revealed that product life cycle management shapes the firms' capabilities of promoting new product management in the stages that a product passes which sometimes affects its performance. Therefore, in order to improve the product performance of a new product, managers should create conditions that are conducive for executing product life cycle management systems to enhance new product development which requires high management capabilities of performing in a competitive market.

The study conducted by Rwelamila and Purrushottam (2012)in Uganda on the factors or determinants of project performance revealed that some district of Uganda like Lira District, Northern puts more focus on the importance of training abilities in monitoring and evaluation to achieve the project performance. Having trained personnel in manufacturing industry implies quality performance as this is implied by technical know-how of employees.

2.3 Critical Review and Research gap Identification

Based on the study conducted by Zhuang, and Cumiskey (2010), researcher intend to raise the criticism and research gap based on the fact that in this research , the author only focuses on consumer brand preference and advocacy rather than emphasizing on products quality to attract consumer buying behavior and satisfaction. In regards, an increase in consumer buying bahaviour as result of quality of output indeed leads to success of manufacturing projects as this bring about customer satisfaction, cost effectiveness and expected quality standards.

Based on the study conducted by Turkey and Akbaba (2015) to assess the purchasing intentions among consumers in developing countries, findings revealed that the purchasing intention can be encouraged by brand awareness and brand Loyalty, thus managers should strive to promote brand awareness along with brand loyalty as both of them contribute towards positive purchase intentions. Research criticism is related to ignorance in price of products as this focuses only on product brand and brand loyalty.

The research conducted by Laroche and Parsa (2010) only was to assess the Effects of product lifecycle management systems on new product development performance. Findings revealed that product life cycle management shapes the firms' capabilities of promoting new product management in the stages that a product passes which sometimes affects its performance. The research gap and criticism arise on the ignorance of skill set requirements of employees to achieve product development.

2.4 Theoretical literature Review

Theory of Change

The theory of change was developed by Carol Weiss in 1995. It explains how and why initiatives work. It focuses on how to generate knowledge on project effectiveness and methods that can be used to be effective. The theory of change provides a model of how a project is supposed to work. This theory acts as road map of where the project is trying to reach. The theory suggests that by trying what the project is trying to achieve, how and why, project staff and evaluators will be able to monitor and measure the desired results .The implication of the theory is that monitoring and evaluation are needed to provide enough knowledge and an understanding in order to predict with some degree of confidence and how projects and set of activities may work in different situation and how it needs some adjustments which therefore leads to project performance.
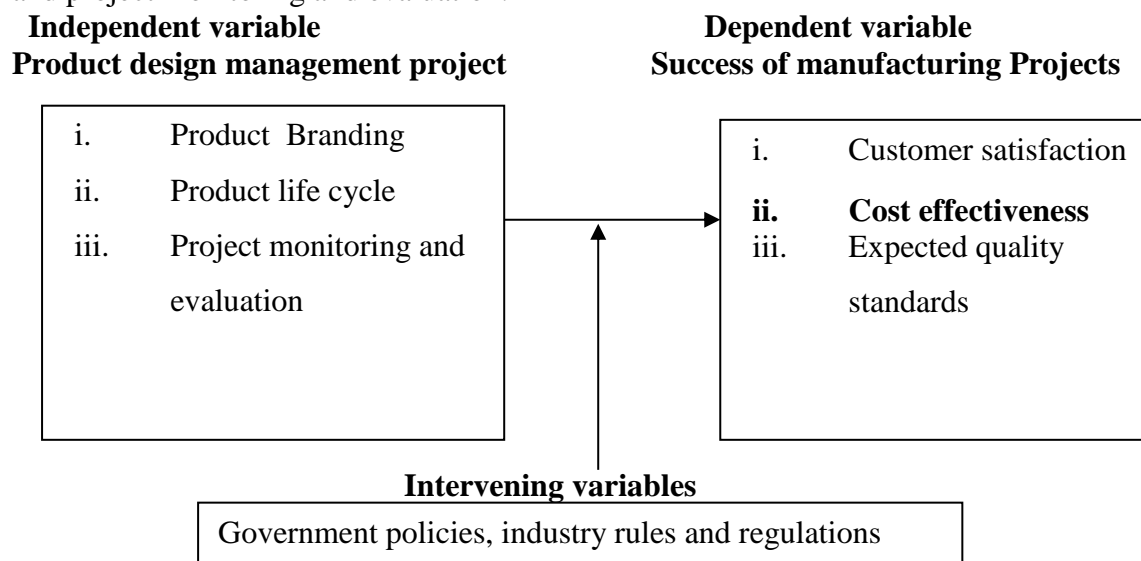
Contingency Theory

The contingency theory was advanced by House (1996) and focuses on contingency approach within the management of the organization. This theory assumes that there is no specific way of managing, planning, organizing, leading, and controlling organizations. In this theory, the only strategy to be used within organization must be tailored to the specific circumstance faced by an organization.

The theory point out the argument related to the managerial decision making which must be applied based on situation and market condition. A strategic leader takes suitable actions based on the aspects that are most important to the current situation. The implication of this theory to the current study is that management of Bralirwa Plc need to include staff members in sharing decision and take strategic policies to achieve a desired performance. Therefore, coordination, participation and team work is needed and can allow the organization to implement the stated objectives.

2.5 Conceptual Framework

This conceptual framework illustrates how the relevant variables (independent and dependent) for this study relate to each other. In this structure, the independent variable is Product design management project and is measured by product Blanding, product life cycle and project monitoring and evaluation.

Independent variable
Product design management project

Dependent variable
Success of manufacturing Projects

Independent variable
i.   Product Branding
ii.   Product life cycle
iii. Project monitoring and evaluation

Dependent variable
i.   Customer satisfaction
ii.   **Cost effectiveness**
iii. Expected quality standards

Intervening variables

Government policies, industry rules and regulations

Figure 1: Conceptual Framework
Source: Research (2023)

3. Research methodology

This research was a descriptive case study research design and involve both quantitative and qualitative approach.

Target Population sample size

The target population of this research was production officers, sales and distribution officers, Monitoring and evaluations specialist, performance management specialists. All these categories were involved because they are the ones to provide the information needed by the researcher. In total, the target population was190 from which samples of 129 were selected.

In regards, the formula developed by Slovenes is calculated.

In this study, researcher used simple random sampling technique to select the categories of population under the study.

Table 1: Sample Size

Target Population	Number	Proportion	Sample size
Production Officers	48	0.253	33
Monitoring and Evaluation Specialist	40	0.211	27
Sales and distribution Officers	97	0.511	66
Performance management Officers	5	0.026	3
Total	**190**		**129**

Source: Primary Data 2023

Data Collection Methods

Questionnaires was given to three categories of research participants such as Production Officers, Monitoring and Evaluation Specialist, Sales and distribution Officers and the interview discussion shall be conducted among performance management officers of Bralirwa Plc.

The interview was given to the performance management officers of Bralirwa Plc, Rwanda to assess product design management project and performance of manufacturing industries in Rwanda, a case of route to market project in Bralirwa Plc

In this research, researcher used different secondary source documents such as text books, novels, organization report, magazines, internet sources as well as websites.

Data Analysis Procedures

Statistical data were analyzed through SPSS (statistical product and service solution to get numerical data. Statistical data analysis were done for the information provided in the questionnaire through respondents own contribution in the form of numerical data. Bivariate analysis was used to assess the association between independent and dependent categorical variables using P-values.

4. Research findings

This chapter consists of presentation of research findings and discussion on the product design management project and success of manufacturing project in Rwanda. A case of route to market project in Bralirwa Plc. The presentation and discussion of research findings were done based on research Objectives.

Table 1: Product branding on success of manufacturing project of Bralirwa Plc

Brand	SA %	A %	NAD %	D %	SDA %	Mean %	SD %
There is a production department within Bralirwa Plc	7.1	87.9	5.1	0	0	4.02	0.350
There is enough products within Bralirwa Plc.	8.1	87.9	4.0	0	0	4.04	0.348
The is effectiveness of product branding within Bralirwa Plc	8.1	73.7	18.2		0	3.90	0.505
Product branding within Bralirwa Plc attracted more Customers	6.1	73.7	21.2	0	0	3.84	0.489
Having appropriate product design and branding increased Customers' expectations	7.6	78.9	8.2	0	0	3.10	0.705
Efficiency of product branding led to the success of manufacturing project	5.1	89.2	5.7	0	0	4.90	0.385
The product branding within Bralirwa Plc is properly planned based on market needs	17.1	77.8	5.1	0	0	3.60	0.445
Overall						**3.77**	**0.461**

Source: Primary data (2023)
SA- Strongly agree, A- Agree, NAD – Neither Agree nor disagree, D- Disagree, SDA – strongly disagree, SD- Standard Deviation
Research findings from the table 2 showed that 7.1% of respondents strongly agree, 87.9% agree, 5.1% neither agree nor disagree on the statement that there is production department within Bralirwa plc. The main objective in this statement was to assess the role of product branding on success of manufacturing industry project. Thus, the associated mean and standard deviation was 4.02 and 0.350 respectively. Then, 8.1% of respondents strongly

agreed, 87.9% agreed and 4% of respondents neither agreed nor disagreed on the statement that there is enough products within Bralirwa plc. The associated mean and standard deviation is 4.04 and 0.348 respectively. This means that more products within Bralirwa plc present the significant effects on the success of manufacturing company. Respondents 8.1% strongly agreed, 73.7% agreed and 18.2% neither agreed nor disagreed that there is effectiveness of product branding within Bralirwa plc with the mean of 3.90 and the standard deviation of 0.505.This means that effectiveness in product branding increased customers assurance and satisfaction. The study findings showed that product branding attracted more customers in Bralirwa plc. This was strongly agreed by 6.1%, agreed by 73.7%, while 21.2% neither agreed nor disagreed. Therefore, the mean for this statement was 3.84 and standard deviation of 0.489.Research findings showed that having appropriate product design, and branding increased customers expectation as strongly agreed by 7.6%, 78.9% while 8.2% neither agreed nor disagreed. The statement was confirmed at the mean of 3.10 and standard level of 0.705.The study findings showed that efficiency of product branding led to the success of manufacturing project. This was strongly agreed by 5.1%, agreed by 89.2% and neither agreed nor disagreed at 5.7% with the mean of 4.90 and standard deviation of 0.385.The study findings showed that product branding within Bralirwa Plc is properly planned based on market needs as strongly agreed by 17.1% , agreed by 77.8% and neither agreed nor disagreed by 5.1%.The associated mean is 3.60 and the standard deviation of 0.445.The overall conclusion is that product branding contribute to the success of manufacturing project.

Table 2: Effect of product life cycle on success of manufacturing project of Bralirwa Plc

Product life cycle	SA %	A %	NAD %	D %	SDA %	Mean %	SD %
The product life cycle of Bralirwa Plc increased Customers satisfaction	12.1	81.8	6.1	0	0	4.06	0.424
The product life cycle is properly monitored throughout the entire process of production process	29.3	66.7	4.0	0	0	3.75	0.523
Having product life cycle, Bralirwa Plc achieved the high level of success	37.4	58.6	4.0	0	0	3.67	0.553
Product life cycle increased Customers assurance for manufacturing industry	27.2	68.7	4.1	0	0	3.77	0.512
Product life cycle within Bralirwa increased the level of competition	29.3	58.6	12.1	0	0	3.75	0.523
Through product life cycle has achieved through programs of capacity building among employees	32.9	63.6	3.5	0	0	3.74	0.546
Overall						**3.79**	**0.514**

Source: Primary Data (2023)
SA- Strongly agree, A- Agree, NAD – Neither Agree nor disagree, D- Disagree, SDA – strongly disagree, SD- Standard Deviation

The following are findings of table 3 about effect of product life cycle on success of manufacturing project of bralirwa plc. Thus, 12.1% strongly agreed, 81.8% agreed and 6.1% neither agreed nor disagreed on the statement that the product life cycle of Bralirwa Plc increased Customers satisfaction. The mean for this statement is 4.06 and the standard deviation of 0.424.The study findings also revealed that product life cycle is properly monitored throughout the entire process of production process. This was strongly agreed by 29.3% , agreed by66.7% and neither agreed nor disagreed by 4%.the mean for this statement

is 3.75and standard deviation of 0.523.Research findings showed that Having product life cycle, Bralirwa Plc achieved the high level of success as strongly agreed by 37.3% , agreed by 58.6% and 4% neither agreed nor disagreed. Therefore, the associated mean is 3.67 and standard deviation of 0.553.The study findings showed that Product life cycle increased Customers assurance for manufacturing industry as strongly confirmed by 27.2, agreed by 68.7% and 4.1% neither agreed nor disagreed. The mean is 3.77 and standard deviation of 0.512.The study findings showed that Product life cycle within Bralirwa increased the level of competition as strongly agreed by 29.3% , agreed by 58.6% while 12.1 were neither agreed nor disagreed .the mean was 3.75 and standard deviation of 0.523.The study findings showed that Through product life cycle has achieved through programs of capacity building among employees as strongly agreed by 32.9%, agreed by 63.6% while 3.5% neither agreed nor disagreed. With mean of 3.74 and standard deviation of 0.546.

Table 3: Relationship between product design management project and success of manufacturing project

Success of manufacturing project	SA %	A %	NAD %	D %	SDA %	Mean %	SD %
There is significance relationship between product design management and project success	19.2	87.9	7.1	0	0	4.12	0.500
Product design management practices is determined by appropriate product branding, product life cycle, product monitoring	17.1	81.7	1.2	0	0	3.94	0.531
Product branding contribute to customers satisfaction	11.1	82.8	6.1	0	0	3.97	0.415
Product life cycle within Bralirwa Plc contribute to cost effectiveness	21.1	77.9	1.0	0	0	3.94	0.531
Product monitoring and evaluation has led to expected quality standards	21.1	74.9	4.0	0	0	3.94	0.531
Overall						**3.982**	**0.502**

Source: Primary data (2023)

SA- Strongly agree, A- Agree, NAD – Neither Agree nor disagree, D- Disagree, SDA – strongly disagree, SD- Standard Deviation

The study findings on table 4 showed the relationship between product design management project and success of manufacturing project. The association of the study variables was determined based on the statements. As indicated, research findings revealed that there is significance relationship between product design management and project success as strongly agreed by 19.2%, agreed by 87.9% while 7.1% of respondents were neither agreed nor disagreed. Therefore, the mean was 4.12 and the standard deviation was 0.500.The study findings also showed that product design management practices is determined by appropriate product branding, product life cycle, product monitoring. This was strongly agreed by17.1, agreed by 81.7% while 1.2% neither agreed nor disagreed. The associated mean of the statement was 3.94 and the standard deviation of 0.531.The study findings also showed that Product branding contribute to customers satisfaction as strongly agreed by 11.1%, agreed by82.8 while 6.1% neither agreed nor disagreed. Therefore, their associated mean is 3.97 and standard deviation of 0.415.The study findings showed that Product life cycle within Bralirwa Plc contribute to neither cost effectiveness as strongly agreed by 21.1%, agreed by 77.9% and neither agreed nor disagree by 1.0% of respondents. The response rate was at the mean of

3.94and standard deviation of 0.531.The study findings showed that Product monitoring and evaluation has led to expected quality standards as strongly agreed by 21.1%, agreed by 74.9% while 4.0% were neither agreed nor disagreed. The associated mean was3.94 and standard deviation of 0.531.

Table 5: Regression of dependent variable and independent variables

Model	Coefficients			t	Sig.
	Unstandardized Coefficients		Standardized Coefficients		
	B	Std. Error	Beta		
(Constant)	8.991	2.031		4.428	.000
Product branding	.227	.068	.346	3.322	.001
Product life cycle	-.065	.077	-.086	-.844	.001
Product monitoring	-.066	.084	-.083	-.784	.004
Product evaluation	-.016	.061	-.027	-.260	.006

Source: (Primary Data, 2023)

$$y = \beta O + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where Y =Success of manufacturing project

X_1 Product branding

X_2 Product life cycle

X_3 Project monitoring

X_4Project evaluation

ε = Error term

As per the SPSS results generated, the equation translates to

Y= 8.991-.066 branding-.065 product life cycle-0.016 project monitoring +0.227 project evaluation +ε

The findings from the table 5 showed that all the four variables held constant (Product design, product life cycle, project monitoring, project evaluation), the success of manufacturing project is 8.991. An increase in unit of branding lead to decrease product performance by 0.066,an increase in unit of advertising lead to decrease project success by 0.065,an increase in unit of product life cycle lead to decrease project success by 0.016 while an increase in unit of project monitoring and evaluation lead to increase in project success by 0.227.

5. Conclusion

In order to maintain the success of manufacturing project of Bralirwa plc, through the research findings product design management should have high standards to promote the products in the market, consumers are important and Bralirwa plc has to monitor how their buying behavior changes from time to time, if there is a need then change on the branding of products and also the way the product are advertised and promoted in the market to attract these customers. The project monitoring and evaluation from one point to another is also play an important role because it shows where the product is not doing well in the market and Bralirwa plc can determine the challenges that product is facing at different points so that they can improve on it. Then the revenues that products are bringing into the company are evaluated through the product success models which then help the company to determine which product is not doing well in the market and then put in the proper actions on that product to perform well. The branding introduces a product to the customers and also to the market places, when a product is well introduced to the customers they will understand it well because it's the one that talks about the company and the product itself.

6. Recommendations

It's recommended that Bralirwa plc should strengthen branding because it is a strong positive association between the product and the customer, thus managers should strive to promote the brand awareness along with brand loyalty as both of them contribute towards positive purchase intentions and this will improve on success of manufacturing project.

From the finding it's highly recommended that Bralirwa plc should put more efforts on customer satisfaction because if customers are satisfied with the product then they will buy more. Thus higher success will result into great revenue collection. It is well known that product life cycles increased competitiveness in the marketing products, Bralirwa plc is advised to also put more efforts on the product distribution for every stage has an impact of the revenue the product will bring to the company.

Acknowledgments

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