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Marketing

Highlights

- Discourse of Advertising Logos
- Mass Products: Case of Soft Drinks
- The Relationship of Human Resource
- Metrics-Driven and Mathematical Sales

Discovering Thoughts, Inventing Future

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A Guide towards Building Effective, Metrics-Driven and Mathematical Sales Segmentation Models for an Enterprise B2B SaaS Business

By Venketesh Iyer & Rahul Peravali
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Abstract- The paper's goal is to help B2B SaaS companies attain two primary goals - 1. Leverage best-in-class business firmographic data for building territory segmentation models 2. Balance the models against the most effective sales metrics, and 3. Understand and optimize for territory disruption year over year due to change in the scale of business. In the paper, we build a model based on the most fundamental building blocks of any SaaS business. The analytical model helps the sales operations, revenue operations and sales departments understand the main drivers of territory disruption and, build balanced territory segments to ensure equitable financial targets for sales reps.

Keywords: sales operations, sales strategy, analytics, territory operations, segmentation, territory carving, sales planning, marketing, customer relationship management, data modeling, data quality, B2B, saas.

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AGUIDETOWARDSBUILDINGEFFECTIVEMETRICSDRIVENANDMATHEMATICALSALESSEGMENTATIONMODELSFORANENTERPRISE B2BSAASBUSINESS

A Guide towards Building Effective, Metrics-Driven and Mathematical Sales Segmentation Models for an Enterprise B2B SaaS Business

A Practical Guide towards Building an Effective, Metrics-driven Sales Segmentation Model and Analyzing Organizational Shift for an Enterprise B2B SaaS Business

Venketesh Iyer [α] & Rahul Peravali [σ]

Abstract- **The paper's goal is to help B2B SaaS companies attain two primary goals - 1. Leverage best-in-class business firmographic data for building territory segmentation models 2. Balance the models against the most effective sales metrics, and 3. Understand and optimize for territory disruption year over year due to change in the scale of business. In the paper, we build a model based on the most fundamental building blocks of any SaaS business. The analytical model helps the sales operations, revenue operations and sales departments understand the main drivers of territory disruption and, build balanced territory segments to ensure equitable financial targets for sales reps.**

Keywords: sales operations, sales strategy, analytics, territory operations, segmentation, territory carving, sales planning, marketing, customer relationship management, data modeling, data quality, B2B, saas.

I. Sales Segmentation Rationale

Sales segmentation entails mapping the most experienced and talented sales teams to the specific customer segments they are suited for and thereby establishing distinct marketing techniques to those cohorts. It involves:

1. Identifying segments of your existing and potential customer base with 'like' attributes i.e., industry, geography, size and, allowing your company to maximize its return on investments by tailoring efforts to specific groups.
2. Identifying the most efficient distribution channel.
3. Aligning sales/partner talent based on the complexity of the products and the needs of the segment.

The key goals of territory segmentation are to reduce expenditures made to market to clients who do not want or need your services or products, elevate customer experience and loyalty and minimize attrition.

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II. Scope Business Model

The scope (business model) that the below strategy best aligns with is B2B direct subscription product sales. The business reflected in the paper is primarily an Enterprise SMB play i.e., the largest of the revenue comes from the smallest of the businesses. The scope of sales territory planning outlined below is limited to certain organizational groups: core and specialist sales teams, sales operations, corporate finance, and any other teams that directly influence sales territory allocation and revenue measurement. While sales have a significant role to play in the curation of the company's GTM strategy—it typically rests within the wheelhouse of sales operations. The revenue and HR organizations contribute heavily to the planning exercise.

III. Segmentation Fundamentals

The larger the customer, the more complex the sales cycle. Also, the higher the segment, the lesser the number of customers per sales rep in general, resulting in a pyramid. The largest of the customers are more geographically distributed, and hence one sales rep is often supported by a few local Sales Development Reps (SDRs) / Business Development Reps (BDRs). However, one thing to note here is that coverage also might depend on how important/strategic this customer is and how large of a sales force the company can afford to have. Sometimes companies will have a dedicated sales team serving a single customer depending on their size and revenue share.

There are three broad options for sales territory segmentation.

Option 1 | Geographic Segmentation

- Minimizes travel cost
- Minimizes confusion i.e., One sales rep per customer

Typically implemented where co-selling is needed in diverse geographical areas, and a territory overlap is key, when the product line is narrow, and

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differentiation is lesser, variety amongst buyer needs is less.

Option 2 | Product Segmentation

- Product expertise
- Minimize the interface for other support engineering teams

Typically implemented where delivery is a sales success metric and product lines are wider and more complex.

Option 3 | Market / Customer Segmentation

- Sales rep brings in domain knowledge.
- Ability to pitch an overall solution to suit the industry needs

They are typically implemented where specialized customer orientation knowledge is needed and when the market/industry is rapidly shifting.

The segmentation modeling outlined below is primarily anchored on Option 3 | Market / Customer Segmentation.

The following set of best practices are written with a lens of data that is housed in a CRM environment. The business model that the below strategy best aligns with is B2B direct subscription product sales. The scope of sales territory planning outlined below is limited to certain organizational groups - core and specialist sales teams, sales operations, corporate finance and any other teams that directly influence sales territory allocation and revenue measurement. While sales have a significant role to play in the curation of the company's GTM strategy - it typically rests within the wheelhouse of sales operations. The revenue and HR organizations contribute heavily to the planning exercise.

Assuming the data quality of an organization is optimal, and the sales data is "trusted" and "certified", the two most critical elements of conducting territory segmentation at scale are:

- Identification of the fundamental data attributes that are reflective of the company's go-to market strategy
- Formulating rules to segment customers into "cohorts", on top of this "trusted" data

Identification of the fundamental data attributes that are reflective of the company's go-to market strategy.

Every B2B company has a system of record of its customers i.e., businesses. This exercise entails identifying the core data attributes or fields (in the CRM world) that are integral to the company's GTM strategy. For example, a company that sells its product globally, across several industries could have the following attributes of its customer records as building blocks of segmentation:

- Geographical.
- Vertical or Industry or Category of the customer.
- The materiality of the customer to the company - Employees (reflecting size), Seats/Licenses (in case of a subscription model), Revenue (reflecting business), Deal Pipeline (reflecting potential).
- Product adoption.

Formulating RULES to segment customers into "cohorts", on top of this "trusted" data

Doing this for the first time is the hardest! It requires numerous conversations and pilots across the sales organization to build trust that "data" can replace some element of "intuition" in territory segmentation. It requires various permutations and combinations of choosing the right attributes and choosing the right level.

Examples

1. One can stay high level by creating a cohort of a combination of country and revenue size (based on some sizing exercises). E.g.: *US-Large Enterprises, UK-Mid Enterprises, India-SMB*

OR

2. One can create many granular cohorts with a combination of country, state, employee count (based on some sizing exercises), vertical, sub-vertical and hero product adoption. E.g.: Take a company with three distinct product lines - Pa, Pb, Pc.

a. *CA-Quebec-SMB*- *A sales leader is covering the Quebec province for all small businesses.*
b. *US-Oregon Washington-Large-Consumer Products-Food-Pa*- *A Pa specialist sales representative covering the large-scale Pacific Northwest food industry.*

It is very challenging to get this right in the first year and it is an iterative process for subsequent cycles. BUT it is one of the most efficient techniques that will reward the organization in the longer term and get you a step closer towards an efficient sales planning cycle.

IV. Analytical Modeling

There are TWO pillars, a Sales Operations team must in parallel consider:

1. *Team*- Ensure that each sales rep, frontline manager and leader is successful in headcount management and span of control.
2. *Business*- Ensure each sales segment defined, is relatively balanced for the revenue potential and open pipeline per sales rep.

Let us take a closer look at the two pillars above.

a) Team

A successful sales operations team identifies the selling roles needed for the next year and then outlines the core sales rep mapping to each level. A model can look something like below - Segment A being a cohort of the largest customers (could be by either employee size or revenue size):

The chart below outlines the ratio of AEs to specific roles within the company and contrasts the same between the current and next year. An AE-Sales Manager ratio of 4:1 means - 1 Manager oversees 4 AEs. An AE-Solution Engineer ratio of 6:1 means - 6 AEs are supported by 1 SE.

	AE : Sales Manager		AE : Solution Engineer		AE : Product Specialist A		AE : Product Specialist B	
	Current FY	Next FY	Current FY	Next FY	Current FY	Next FY	Current FY	Next FY
Segment A	4:1	5:1	8:1	6:1	2:1	1:1	3:1	2:1
Segment B	6:1	5:1	5:1	6:1	4:1	3:1	4:1	4:1
Segment C	8:1	6:1	6:1	5:1	6:1	6:1	5:1	4:1
Segment D	3:1	4:1	5:1	5:1	8:1	7:1	9:1	7:1

b) *Insight:* As you can see above, the sales rep to manager mapping is fairly balanced across all segments to ensure that the frontline manager is successful and has equitable accountability across the board. Also note the Product Specialist mapping. A single product specialist can offer expertise to multiple sales reps; however, the scale of such support minimizes as the segment gets larger. Realistically, a product specialist can support max. 1-2 enterprise sales reps given the sheer complexity of dealing with larger organizations.

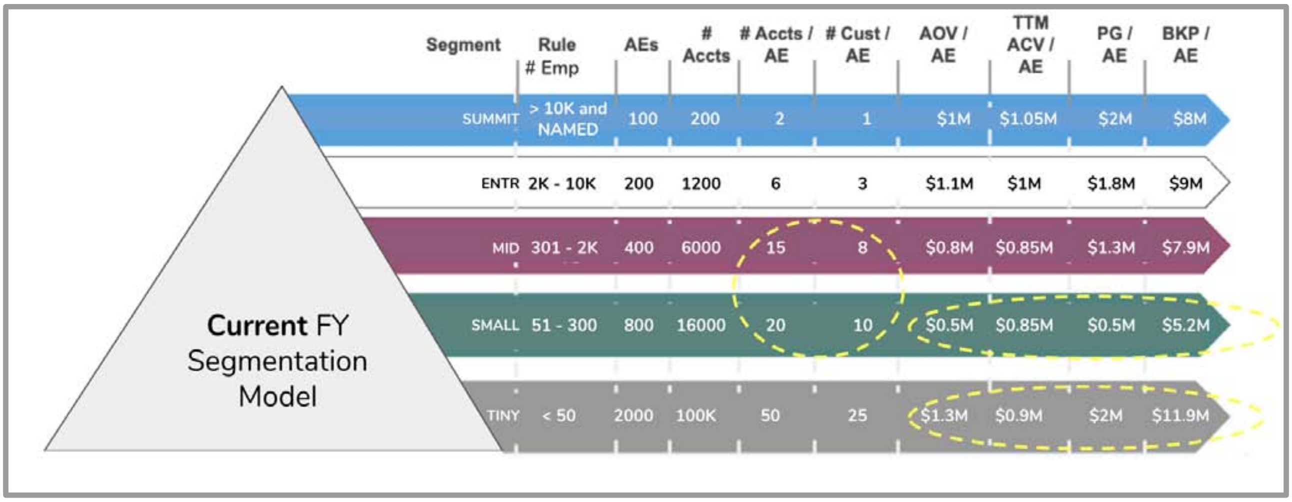
V. Business

There are many fundamental metrics any sales operations personnel should understand before diving into the Analytical Modeling part.

- *Account Executives (AEs) / Client Partners / Sales Representative* - The lead AE running the deal
- *Account*- A Business/entity
- *Customer*- A Business/entity with an active contract; includes free license and revenue-generating accounts.
- *Book of Business*- List of accounts/customers on which the sales representative is the primary owner (AE).
- *Quota*- Annual/Quarterly/Monthly revenue target for an AE to attain; a reflection of AEs on their job performance.
- *Seasonality*- Scaling factor to set quotas quarterly based on seasonal trends. An annual quota is seldom divided straight by four to compute the quarterly quota. For example, in some businesses, Q1 is the slowest. The Q1 quota might be the lowest of all and the Q4 might be the highest of all.
- *Quota Attainment*- A percentage computed based on $ value (sum of opportunity amount) of the deals closed by an AE relative to their Quota. Quota attainment can be computed monthly, quarterly or annually - typically quarterly or annually. For e.g., If an AE with $1M annual quota, who closes $900k is at 90% attainment.
- *ACV (Subscription Business Model) or Revenue*- Target total $ value of open deals that are closed and won - computed over a time period.
- *Growth- ACV* - Year over Year % comparison of the metric across timeframes.
- *Open Pipeline ($)* - Total $ value (sum of opportunity amount) of open deals that are not dead, won or closed.
- *AOV (Annual Order Value)* - Annualized ACV
- *TTM ACV*- ACV over the past/trailing 12 months at any point in time
- *Pipeline Generated (PG)*- Total $ value (sum of opportunity amount) of open deals *generated at a specific point in time,* regardless of their status (open/dead/closed/won/lost).
- *Bookings Potential (BKP)* - The full ACV potential of this customer assuming 100% penetration. Note that this is different from Total Addressable Market (TAM) which is assumed 100% penetration into the entire industry/market.

Let us begin by drawing out the current state of the business. Assume that the cohorts are named SUMMIT, ENTR (Enterprise), MID (Midsize), SMALL, TINY. The rules behind each cohort's definition are written next to it. A handful of key measures to understand how balanced the cohorts are for the current state of the business and potential business, are all stacked next to each segment. If contiguous segments are off-balance, the RULES are the first place to calibrate and adjust.

Let us look at an example below



VI. Pre-Segmentation

a) *Observations*

One could see that

1. The difference in the book of business (#) per AE is the least between MID and SMALL, but the AOV, PG and, BKP sharply decline.
2. The jump in the average business ($) as well as potential ($) per AE (AOV, PG and, BKP) is large between SMALL and TINY whereas they are balanced for all segments.
3. The TTM ACV/AE remains the same which indicates that the massive spike is attributed towards the later part of the trailing 12 months i.e., very recent.

VII. Conclusions

The above observations allude to a few key takeaways

1. The smallest segment TINY carries the largest weight on the AEs. Typically, Account Executives in a small business segment are either at an early stage of their career or do not prefer having complex implementation conversations which entail high dollar value contracts.
2. The SMALL segment has experienced some attrition given the book of business is similar but net revenue faces a sharp dip compared to MID.

a) *Action*

Our conclusions logically point to a few key next steps

1. Expand the lower bound of the SMALL segment i.e., shift inwards the upper bound of/shrink the TINY segment so that more revenue flows into the SMALL segment. This reduces the scale of the jump between SMALL and TINY.
2. Additionally, expand the upper bound of the SMALL segment to minimize the book of business distribution in the MID segment, thereby normalizing the change per segment.
1. Transfer more headcount from SMALL to TINY, to balance out the book of business and potential between the three segments - an important lever from the "TEAM" pillar described earlier. RED FLAG: Transferring AEs to a lower segment can be often perceived as a Demotion. As a result, this option shall not be feasible.
2. Instead, we hire aggressively in the TINY segment.

VIII. Segmentation

a) *Here is what we are going to do*

1. Change the segment line definitions for SMALL, TINY and, MID to below:

a. TINY: <40
b. SMALL: 41-325
c. MID: 326-2k
d. Make HC changes:
e. Hire 300 additional AEs (extra 15% on the base 2000 HC) for the TINY segment.
f. Per the ratios described in the TEAM section, hire additional managers or shift coverage necessary (this is out of the scope of this paper).

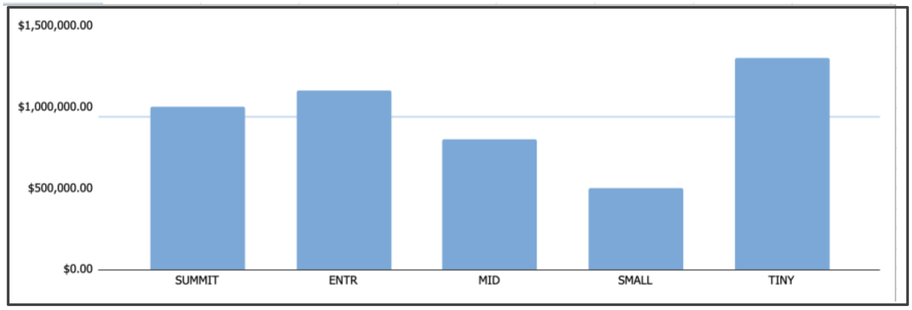
b) *A few assumptions*

- Assume the same Customer to Account ratio for simplicity
- Linear impact of # accounts on AOV, PG, TTM and BKP
- Uniform *net (incl. attritions)* HC growth of 15% in all segments except TINY where HC will grow 25% intentionally per the segmentation process *and* MID + SMALL where there is no net hiring (except for backfills due to the segment line shrinking and the need to maintain balanced patches).
- Assume the industry standard of 20% *organic net (including attritions)* YoY growth in number of Accounts and Customers (to keep ratios the same)

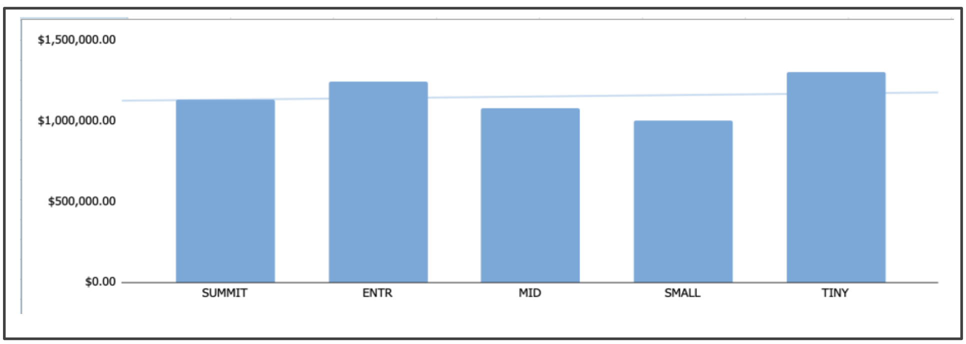
- Assume industry standard of 30% *organic net (including attritions)* YoY growth in business i.e., $ AOV, PG, TTM and BKP *except for TINY* which is assumed to grow at *40%* (the smallest of the companies grow the fastest) and *SMALL* whose % growth is adjusted to 2x i.e., 100% due to an upper-bound and lower-bound segment line expansion.

IX. Impact and Preliminary Disruption Analysis

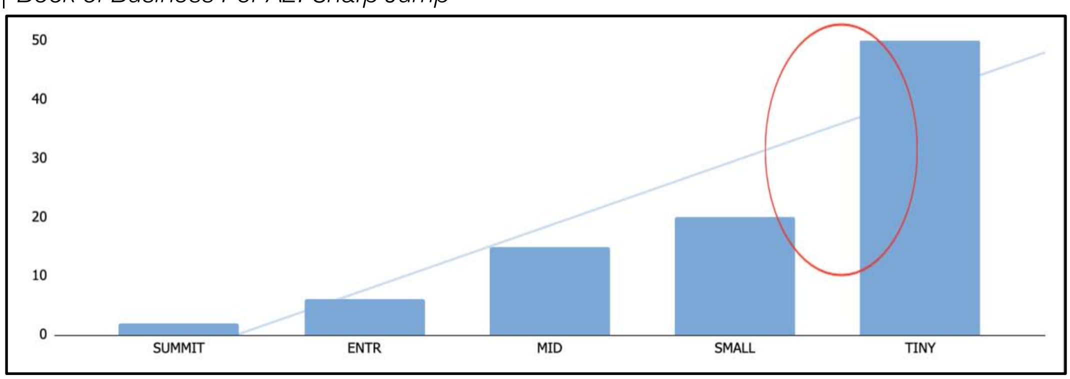
a) *Before | AOV Per AE*



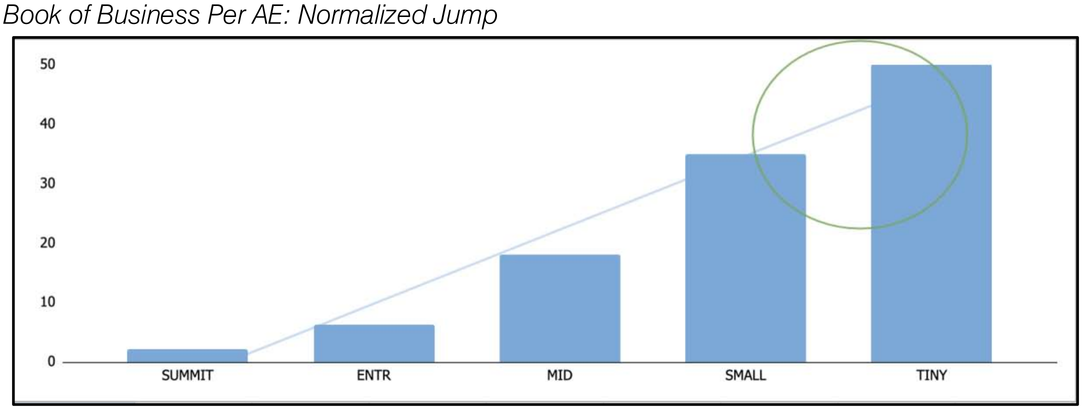
b) *After | AOV Per AE: More Uniform*



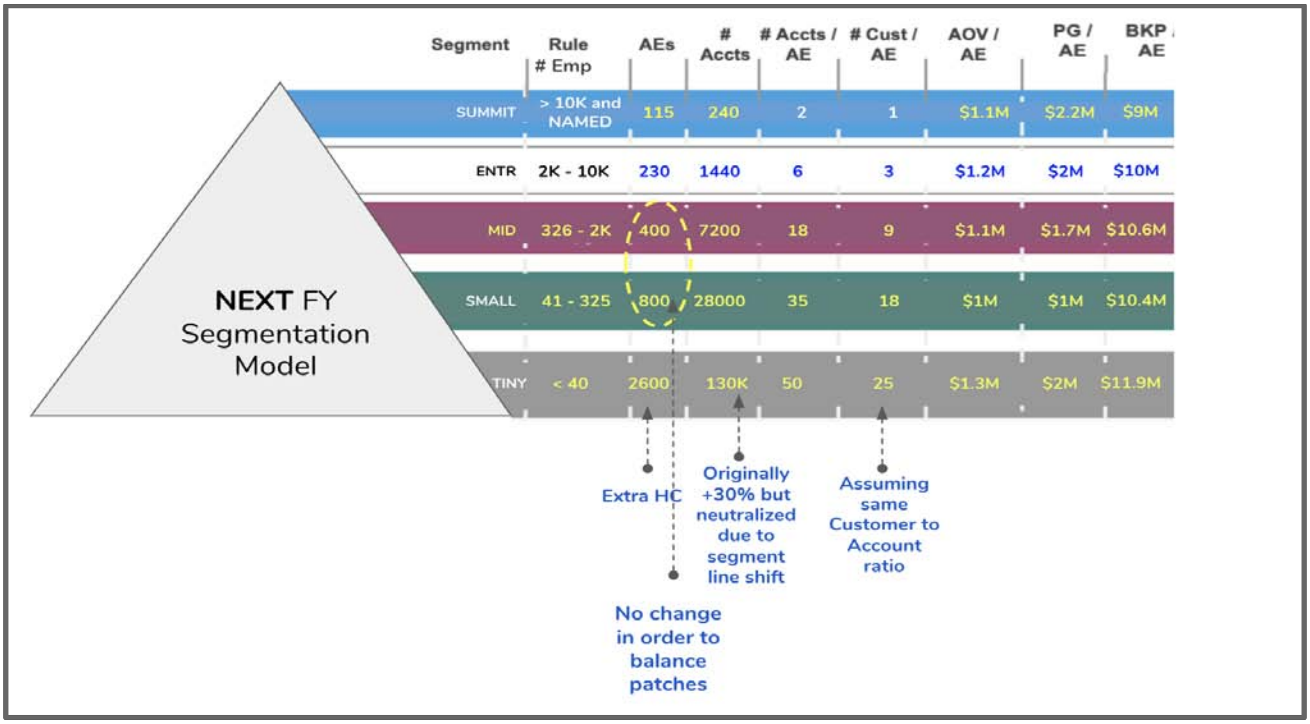
c) *Before | Book of Business Per AE: Sharp Jump*



d) *After | Book of Business Per AE: Normalized Jump*



e) Next FY Segmentation Model



f) Shift in Trend

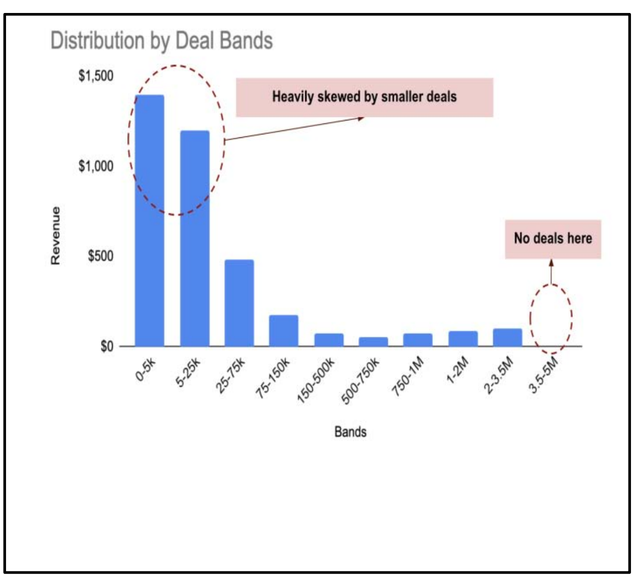
Lastly, we review the Revenue Distribution by DEAL BAND to see if the trends are shifting towards the company catering to more mature businesses.

Let us define a couple of key terminologies here:

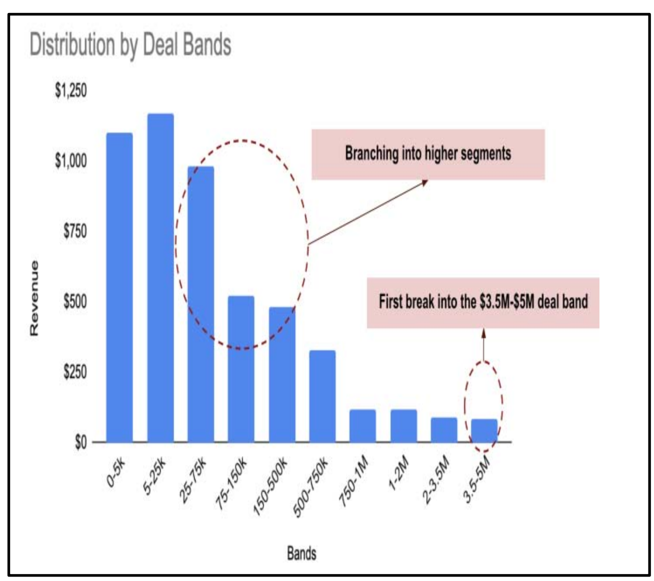
Deal Size: Typically, Deal Size = Price Per Seat x Number of Seats. One "deal" could be a combination of a few sub deals/opportunities, but the lump sum is factored into computing a deal size.

Deal Band: A Deal Band is a bucket computed based on the size of the deal for a specific customer. Sometimes AEs are provided additional incentive pay or SPIFs (Special Performance Incentive Fund Funds) for closing large deals i.e., towards the higher side of the deal band. Let us say a company has a wide range of deals starting up to $5M. One would then start grouping deals into a dollar value bucket to build distribution of deals. A logical demarcation is made to define cut-off points (lower and upper bounds) for each deal band. Such a demarcation is typically made on the basis of *value provided to each segment.*

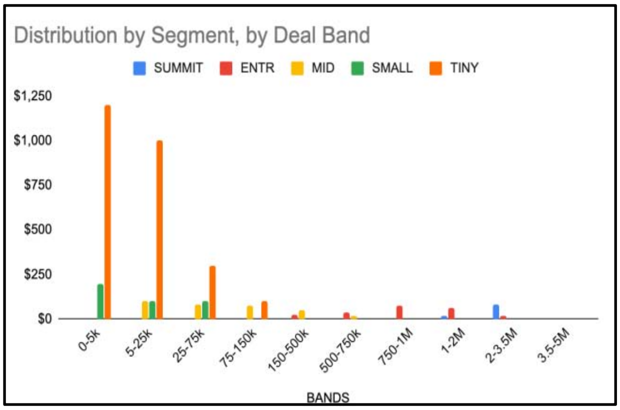
g) Current FY v/s Next FY Distribution



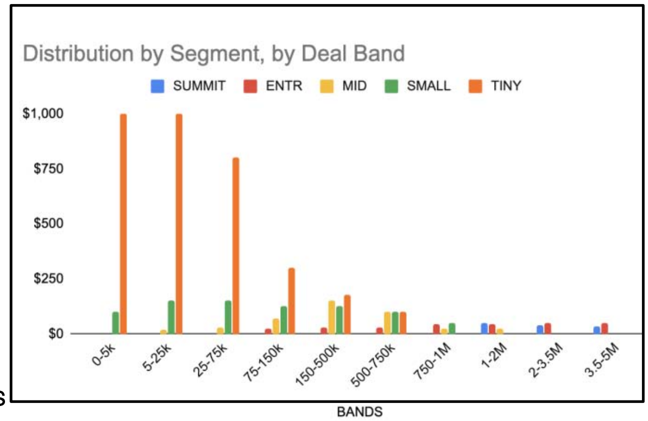
v/s



Based on the change in the segmentation, a detail ed distribution, by segment, by deal band will compare like:



v/s



h) Endnote | Conclusion

- Based on the above distribution, we record a 38% YoY growth and a key insight that the business is shifting towards capturing larger deals.
- The business is not just an SMB play anymore; the company won its first large deal > $3.5M, resulting in a brand-new deal band of $3.5M-5M.
- With all of the above, the primary goal of sales segmentation is to balance simplicity with the ever-increasing momentum of the sales organization.
- The larger the company or the faster the company grows, the more convoluted the sales operations process is; such complexity can often depend on the pricing and packaging model, breadth of product offerings, size of the sales organization, revenue recognition process, approval layers, reporting needs, forecasting needs and more.
- Data-driven sales segmentation is not only an effective way to ensure fairness and equitable treatment for the sales organization, but also a very effective way to identify where the company is shifting.

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The Relationship of Human Resource Strategic Partner Role and Job Performance under Mediation of Achievement Motivation Structural Equation Model

By Hsien-Yu, Shun, Kuo-Yan, Wang & Chia-Yang, Ning
Guang Dong University

Abstract- This research explored the relationship among human resource practitioner strategic partner role, achievement motivation and the degree of job performance. The research focus was the human resource management practitioners in enterprises and data were collected through convenience sampling. Eight hundred questionnaires were sent out by e-mail, 198 valid questionnaires were returned (24.75%). The results show that there is a significant influence between the : (1) human resource strategic partner and the job performance and (2) achievement motivation of human resource practitioners and the job performance and also that (3) achievement motivation exists mediating effect and affection is completely mediating effect between human resource strategic partner and the job performance.

Keywords: achievement motivation confirmatory factor analysis human resource strategic partner job performance structural equation model.

GJMBR-E Classification: *JEL Code: O15*

THERELATIONSHIPOFHUMANRESOURCESTRATEGICPARTNERROLEANDJOBPERFORMANCEUNDERMEDIATIONOFACHIEVEMENTMOTIVATIONSTRUCTURALEQUATIONMODEL

The Relationship of Human Resource Strategic Partner Role and Job Performance under Mediation of Achievement Motivation Structural Equation Model

Hsien-Yu, Shun [α], Kuo-Yan, Wang [σ] & Chia-Yang, Ning [ρ]

Abstract- This research explored the relationship among human resource practitioner strategic partner role, achievement motivation and the degree of job performance. The research focus was the human resource management practitioners in enterprises and data were collected through convenience sampling. Eight hundred questionnaires were sent out by e-mail, 198 valid questionnaires were returned (24.75%). The results show that there is a significant influence between the： (1) human resource strategic partner and the job performance and (2) achievement motivation of human resource practitioners and the job performance and also that (3) achievement motivation exists mediating effect and affection is completely mediating effect between human resource strategic partner and the job performance.

Keywords: achievement motivation confirmatory factor analysis human resource strategic partner job performance structural equation model.

I. Introduction

Human resource strategic partner concept is originally from a book written by David Ulrich in 1997: "Human Resource Champions: the next agenda for adding value and delivering results". In this book, human resource business partner partner concept is initiated for the first time, which improves the positioning of human resource function from administrative to the organizational business partner. Ulrich (1997) proposed human resource business partner role included: strategic partner, change agent, administrative expertise and employee champion. It's greatly promotes the development of global human resource management and also a revolutionary concept promotion of human resource management (Shun, 2018). Above these four roles, strategic partner role is a very critical role of business partner. Ulrich though human resource unit should have a transformation from an operationally reactive role to a strategically proactive role then to become the business partner. But, the premise of business partner is that the human resource department has the competencies to help in delivering business results by enabling the organization to align people with the business goals. To succeed in a globalized economy, an organization must invest in human resources enhance skills and competences. Some studies have pointed out that human resource management systems act an important role in the relationship between organizations and employees, and the degree of system construction will affect the organizational performance. (Lin et al., 2019). If human resource management practitioners expect to become the strategic partners of enterprise who should have the strategic management mindset thinking, based on the perspective of business operator then to carry out the human resource functional jobs. Therefore, if human resource practitioner wants to become the business partner of an organization, it must have a macro business strategic planning and management thinking, no longer focusing on narrow functional professional areas, that's a very important critical perspective.

II. Literature Review and Hypotheses

a) Human Resource Strategic Partner

To achieve effective strategy implementation, HR functions should encourage employees to accept strategic requirements and advise them to commit to strategic requirements (Ulrich, 1997).

In order to achieve business strategy implementation, human resource functions should encourage and direct employees to accept strategic requirements and advise them to commit to strategic plan. That's what we defined human resource strategic partner role in organization. Katarina et al. (2019) argued human resource strategic partner are certain representatives responsible for the management of people toward internal clients, who help managers fulfill objectives, implement strategies and in cooperation with human resources. Thirumal and Francis (2017) proposed the human resource strategic partner need to have the following abilities: understand business, align stakeholders around a shared purpose, facilitate change

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in mind-sets, obsessed about development and renewal of people, establish HR as a distinct profession by building appropriate competencies and attract and build a diverse workforce, including those who do not come to office. Dai and Qiu (2016) though human resource business partner is more likely to be a strategic partner to undertake organizational strategy for mission, relying on the ability to build a strong organization to ensure the strategic landing. This requires organizational development human resource business partner to rapidly diagnose pain points, thereby pulling organize projects, processes, and culture change. Chen (2014) mentioned the human resource department should have the concept of customer first, and need to serve all managers and employees in the organization with the awareness of marketing service then become the strategic partner of the organization. Kim and Kang (2013) highlighted when a firm intends to utilize existing strategic resources and/or develop new strategic assets to implement a planned strategy, employee acceptance of and commitment to the strategy is indispensable. Nel et al. (2008) concluded that the strategic partner role focuses on aligning human resource strategies (including policies and procedures) with the business strategies and the execution. Turner (2006) examined the context of the role, the needs and opportunities arising from this context and the challenges of becoming a business strategic partners, which are grouped into business challenges like global competition, advances in technology; organizational challenges like alignment of mission, vision, strategy, structure, systems and values; people challenges like attracting, selecting, assessing, appreciating, motivating, challenging, developing, promoting, listening to, supporting, measuring and rewarding. Goodge (2005) highlighted the reasons for the move to HR partnering and the advantages it can bring. He also suggested three essentials of successful HR partnering: business strategy understanding, resources and credibility, and suggested on judging readiness for partnering, and for putting the key requirements in place. Lawler and Mohrman (2003) asserted that human resources must rethink its functional structure, service, and planning to add value within the structure of new organizational forms and corporate strategy policies in today's economic climate, particularly to increase the contribution of human resource departments to organizational effectiveness in the future. To effectively face new challenges, human resource departments must focus on how to add department value, how to organize, improve their effectiveness, and develop new capabilities. Human resource function plays an active and guiding role in enabling the organization to choose its people well, invest in them, support their growth and respect their needs, while fostering innovations needed to achieve the strategic business objectives. Therefore, the first hypothesis of this study is:

H1: Human resource strategic partner role cognition has a positive impact on the job performance.

b) Achievement Motivation

Achievement motivation, a primary of personality trait, affects employees' attitude and tendency to actively solve problems within organizations or in social life. Atkinson (1957) believed that achievement motivation is an important factor in determining the level of personal ambition, effort and perseverance, and also a tendency to pursue success and avoid failure. Achievement motivation refers to an internal tendency of an individual to engage in work that is considered important or valuable, and strive to reach a more perfect level (Mc Clelland, 1985). Chen (2007) proposed that achievement motivation has some key dimensions: preferring the challenges and difficult tasks, highly job-oriented, competitive, considering other viewpoints, and a desire to demonstrate and improve one's abilities. Achievement motivation is considered to be the result of an emotional conflict between the hope for success and the fear of failure (Ricarda and Birgit, 2008). Achievement motivation is a highly personal attitude based on accomplishment. (Sharma et al. 2008).

Another very influential achievement motivation theory is the expectancy-value model of Eccles (1983). This model holds that expectancies for future success are the most important motivational determinants of achievement, whereas task values should be less important for achievement but more important for achievement choices. Halbesleben and Bowler (2007) showed that various components of achievement motivation mediate the relationship between job performance and emotional exhaustion. Lin and Li (2019) found that development-oriented HR practices are more positively related to work well-being when individual achievement motivation is high. The results guide the effective design of human resource practices. Generally speaking, achievement motivation consists of a constellation of beliefs that influence patterns of achievement, including expectations and standards for performance, the value placed on learning, and self-perceptions of ability (Deci & Ryan, 1985; Dweck, 2006; Eccles et al., 2006; Weiner, 2005). From the literature review, it was noted that high achievement motivation may depend on role cognitive by others. Whether the human resource strategic partner role cognition is robust also is a function of goal setting and performance presentation of the department unit. So, hypothesis 2a and hypothesis 2b of this study are as follow:

H2a: Human resource strategic partner role has a positive impact on achievement motivation.

H2b: Achievement motivation of human resource strategic partner role has a positive impact on job performance.

c) Job Performance

Human resource strategic partner role has multiple compounds with its output and businesses linking directly to the performance. Dai and Qiu (2016) research showed the job performance including the effect of project delivery and organizational talent development are in additional to the original basis of job requirements, focusing on quantitative indicators of assessment, such as the key to improving the rate of job losses, indicators of human capital ROI. The business internal and external customers are brought into the evaluators to strengthen customer service awareness of human resource job performance. Kim and Kang (2013) asserted the human resource job performance has the positively influence to the organizational performance, particularly the business core requires the human capital as strategic assets. Chen (2007) research found the human resource practitioners have the higher cognition of strategic partner role, the better job performance of human resource employees. Becker and Huselid (2006) further assert that building key organizational capabilities is an important way in which human resource management impacts performance. Lin (2005) pointed out that in order to cope with the changes in the external environment and industrial competition, human resource practitioner strategic partner role is getting more and more important because only continuous transformation can improve organizational performance. A business does not have a complete human resource management system, daily operations and procedures cannot be carried out smoothly. If the human resource management system construction is good, it will attract talent effectively since the job seekers are often attentive to such issues. (Lievens et al., 2001). Therefore, management system construction is also part of job performance of human resource functions. Wright, McMahan, McCormick and Sherman (1998) found the human resource functional jobs were not directly associated with the firm performance, but HR's involvement has a substantial effect when the firms pursued a product innovation strategy for which skilled employees were critical resource of core competency.

Wright, McMahan, McCormick, and Sherman (1998) found that although HR executives' involvement in strategic management was not directly associated with firm performance, their involvement had a substantial effect when the firms pursued a product innovation strategy for which skilled employees were a critical source of core competence.

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From the above literature discussion, we documented the importance of human resource strategic partner role to organizational performance and personnel management. The cognition degree of human resource strategic partner also depends on the work performance of human resource departments. The job performance, in turn, depends on the strategic partner cognition and motivation willingness of the human resource practitioners. If the strategic partner self-cognition is good yet achievement motivation is not, the final job performance may not achieve expected goals. Therefore, hypothesis 3 is:

H3: Achievement motivation has a mediating effect between the human resource strategic partner role and job performance.

The purpose of this research is to discuss the relationship between the human resource strategic partner and the job performance, examine the achievement motivation of human resource practitioners as a mediating variable. The research framework is shown in Figure 1.

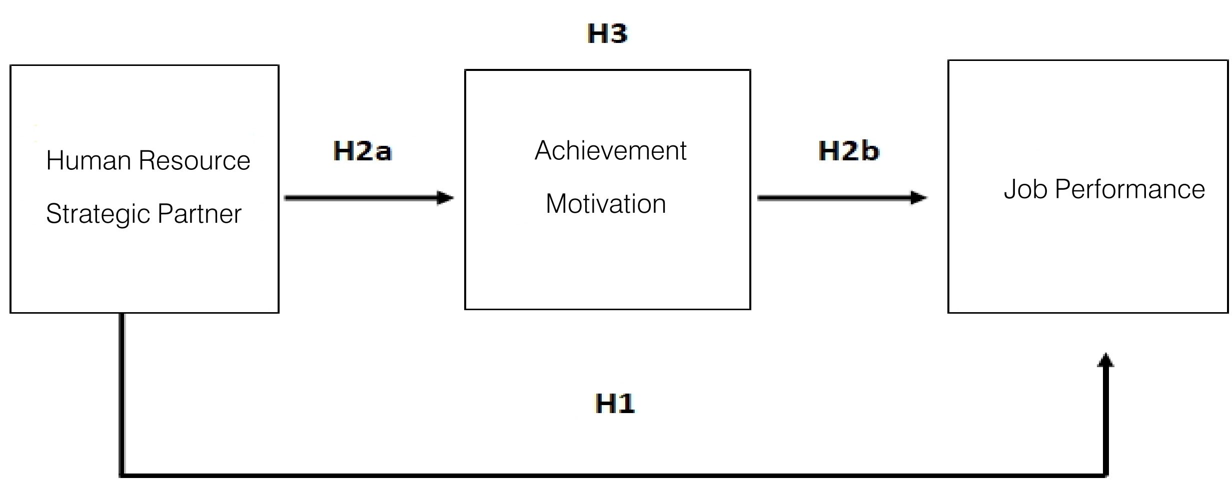

Figure 1: Research Framework

III. Methodology

Due to the requirement of data analysis, samples came from the C HR training consulting firm in Shanghai City, China. We cooperated with C HR company and collected questionnaires during the training program and the questionnaires were distributed by hand and respondents filled out the questionnaires. Respondents were all work in HR related professional fields. The collection period was from July 2019 to the end of January 2020. Three hundred questionnaires were sent out, 223 of which were returned (74.33%). Twenty five invalid questionnaires were eliminated, leaving 198 that were valid (66%). Among the valid sample of 198 respondents came from the different types of companies operating in Shanghai city.

The questionnaire design included three parts. (1) The human resource strategic partner questionnaire refers to the questions used by Ulrich (1997). In this study, five of the questions were used to evaluate human resource strategic partner. Topics were measured by a 6-point Likert's scale with 『6』 represent "agrees very much" and "1" represent "disagree very much". The higher the score, the higher human resource strategic partner cognition degree of human resource practitioners. (2) The achievement motivation questionnaire uses the approach of Chen (2007) modified for human resource achievement motivation research. The questionnaire consists of five questions and the respondents answer based on their cognitive survey of the current work. The higher score, the higher achievement motivation intention of HR practitioners. (3) The job performance questionnaire design based on Lin (2004) and consists of eight questions and the respondents answer based on their cognitive survey of the current work. The higher score, the higher job performance of human resource practitioners.

IV. Results and Discussion

a) *Respondents' Demographic Profiles*

Demographic data include: gender, age, education level, organization position, organizational scale, and industry. The basic information of the sample collected from the questionnaire is shown in Table 1.

Table 1: Samples Structure Analysis

Item	Characteristic	Samples	Percentage
Sex	Male	56	28.3%
	Female	142	71.7%
Age	Under 30	27	13.6%
	31～35	74	37.4%
	36～40	58	29.3%
	40 Above	39	19.7%
Education	Senior High School	4	2.0%
	College	15	7.6%
	University	133	67.2%
	Master Above	46	23.2%
Position	Staff	11	5.6%
	Supervisor	42	21.2%
	Manager	86	43.4%
	Director	43	21.7%
	VP Above	16	8.1 %
Org. Scale	Under 50	15	7.6%
	51～100	59	29.8%
	101～300	80	40.4%
	301～500	19	9.6%
	501 Above	25	12.6%
Industry	Whole sell Service	57	28.8%
	Professional Service	97	49.0%
	Manufacture	44	22.2%
Operation Years	Under 3 Years	13	6.6%
	3～5 Years	52	26.3%
	5～10 Years	85	42.9%
	10 Years Above	48	24.2%

b) Reliability and Validity Analysis

Reliability analysis is using internal consistency (Cronbach's Alpha) to measure the relationship of all included items. After internal consistency analysis, each item's reliability value was ≧0.7, suggesting the internal consistency reliability is acceptable (Nunnally, 1978). Here the human resource strategic partner Cronbach's α value was 0.858, achievement motivation was 0.721, the job performance is 0.774. The results are shown in Table 2.

Table 2: Reliability Analysis of Questionnaire

Variable Name	Dimension	Number	Cronbach's α
HR Strategic Partner	Overall questions	5	0.858
Achievement Motivation	Overall questions	5	0.721
Job Performance	Overall questions	8	0.774

In terms of human resource strategic partner, there were originally five questions, but we deleted questions 5 because the factor loading was not above 0.5; after deletion, the factor loading was above 0.5. The α value after deleting the questions was 0.934. There were originally five questions about achievement motivation, we deleted questions 1 and 4 because the factor loading did not meet the requirement to be above 0.5. After deletion, the factor loading value reached the 0.5 requirement. The reliability α value after deleting the questions was 0.918, indicating the internal consistency was maintained after deleting the question. There were originally eight questions of job performance, but we deleted questions 1, 5 and 7 because the factor loading did not meet the requirement to be above 0.5. After deletion, the other factors loading value reached the 0.5 requirement. The α value after deleting the questions was 0.937, which means that good internal consistency was maintained.

Confirmatory Factor Analysis (CFA) was used to measure the reliability and structural validity of the scale. We performed the CFA to evaluate the composite reliability, convergent validity, discriminant validity and assessment of normality. Each composite reliability (CR) and average variance extracted (AVE) value meets the minimum threshold of 0.7 and 0.5 respectively (Garbarino & Johnson, 1999; Hair, Black, Babin, & Anderson, 2010). The results of convergent validity and Cronbach's α are well satisfied shown as Table 3.

Table 3: Convergent Validity Analysis Results

Latent Dimension	Question	Standardized Factor Loading	Composite Reliability	Average Variance Extracted	Cronbach's α (Delete Items)
Human Resource Strategic Partner	HRSP1	0.87	0.935	0.784	0.934
	HRSP2	0.86			
	HRSP3	0.92			
	HRSP4	0.89			
Achievement Motivation	ACVMOT2	0.92	0.920	0.793	0.918
	ACVMOT3	0.85			
	ACVMOT5	0.90			
Job Performance	JBPMS2	0.85	0.939	0.754	0.937
	JBPMS3	0.87			
	JBPMS4	0.86			
	JBPMS6	0.88			
	JBPMS8	0.88			

Moreover, according to the Table 4, we found that the AVE of each latent dimension is higher than the highest squared correlation with any other latent dimension; thus, discriminant validity is also satisfied in this study (Fornell and Larcker, 1981).

Table 4: Discriminant Validity Analysis Results

VAR	CR	AVE	HR Strategic Partner	Achievement Motivation.	Job Performance
HR Strategic Partner	0.935	0.784	0.885		
Achievement Motivation	0.920	0.793	0.797	0.890	
Job Performance	0.939	0.754	0.759	0.847	0.868

Bollen (1989) proposed a quantitative method to compare the Mardia coefficient with the observed variables. When the Mardia coefficient is less than P (P +2) (P is the number of observation variables), the observation sample is considered to have multiple normality. In this study, the observation variable is 12, and the observation value is 168 (12 (12 + 2) = 168), which is larger than the Mardia coefficient 4.319. Therefore, we though the data sample is considered to have multiple normality and may use the Maximum Likelihood method to do the structural model analysis.

Table 5: Assessment of Normality

Variable	Min.	Max.	Skew	C.r.	kurtosis	C.r.
JBPMS8	1	6	-1.531	-8.792	2.542	7.301
JBPMS6	2	6	-1.326	-7.615	1.590	4.566
JBPMS4	2	6	-1.033	-5.933	0.946	2.718
JBPMS3	2	6	-1.241	-7.131	1.302	3.740
JBPMS2	2	6	-1.266	-7.272	1.756	5.043
ACVMOT5	2	6	-1.310	-7.528	1.431	4.110
ACVMOT3	2	6	-1.412	-8.114	2.210	6.346
ACVMOT2	2	6	-1.506	-8.653	2.063	5.925
HRSP4	2	6	-0.889	-5.107	0.507	1.456
HRSP3	1	6	-1.213	-6.969	1.338	3.843
HRSP2	1	6	-0.843	-4.843	0.448	1.288
HRSP1	1	6	-1.190	-6.839	1.431	4.111
Multivariate					11.254	4.319

c) *Pearson Correlation Analysis*

Pearson correlation analysis was shown the results as Table 6.

Table 6

VAR	Mean	STD	HR Strategic Partner	Achievement Motivation.	Job Performance
HR Strategic Partner	4.632	0.954	1		
Achievement Motivation	4.673	0.847	0.797**	1	
Job Performance	4.899	0.863	0.759**	0.847**	1

*Note: +, P<0.1; *, P<0.05; **, P<0.01; ***, P<0.001*

There was a significant positive correlation between the HR strategic partner, achievement motivation (0.797**) and job performance (0.759**). There was a significant positive correlation between the achievement motivation and job performance (0.847**).

d) *Structural Equation Model (SEM)*

We used Structural Equation Model to analyze the influence of human resource strategic partner role, achievement motivation and job performance. In this study, structural equation model (SEM) was used to verify the proposed theoretical framework and causal relationship among the variables. We use AMOS 26 statistical software as an analytical tool. Analysis process including three parts: (1) Goodness of Fit test, using multiple indicators to determine the fitness of the framework and (2) Path analysis to test the relationship between variables whether is significant or not; (3) Mediating effect test of achievement motivation between human resource strategic partner and the job performance.

1) Goodness of Fit Test

The measurement model fit the data sufficiently as demonstrated by the common goodness of fit indices as Table 7. (χ^2/df= 2.865, RMSEA=0.097, NFI=0.943, TLI=0.950, AGFI=0.822, CFI=0.962, IFI=0.962, SRMR=0.035). According to the results of Table 7, goodness of fit indicators meets the requirement and appropriate to verify the hypothesis.

Table 7: Goodness of Fit Test

Index	Model Value	Recommend Value	Acceptance
χ^2/df	146.092/51=2.865	<3,good fit; <5,reasonable fit	good
RMSEA	0.097	<0.05,good fit; <0.1,reasonable fit	reasonable
NFI	0.943	Above 0.9	good
TLI	0.950	Above 0.9	good
AGFI	0.822	Above 0.8	reasonable

CFI	0.962	Above 0.9	good
IFI	0.962	Above 0.9	good
SRMR	0.035	＜0.05,good fit; ＜0.1,reasonable fit	good

2) Path Analysis

The results show that HR strategic partner has a significant relationship with achievement motivation path, which indicates that HR strategic partner has a direct impact on achievement motivation. The path relationship between achievement motivation and job performance is significant which meant achievement motivation has a direct impact on job performance. The results of path analysis are summarized in Table 8.

Table 8: Path Analysis

Variable Path	Coefficient	t value
HR Strategic Partner ⟶ Achievement Motivation	0.864	14.334***
Achievement Motivation ⟶ Job Performance	0.818	7.629***

3) Mediating Effect Test

We use Bootstrap method to test the mediating effect. Bootstrap method, which is used widely in statistics, is a very powerful method that can be applied to the analysis of particle size distribution. When bootstrap method is used to test the statistical significance of mediating effect, the confidence interval established by the distribution of the estimated value obtained from the duplicated samples. The judgment is when the confidence interval does not contain zero in the (1 –α %) confidence interval, which means that the statistical significance is reached the significance level of α %. Here we re-sampling 2000 samples and using Bias-Corrected bootstrap analysis to obtain the confidence interval of each parameter in the model and then determine its significance according to above principles. Analysis results finding as next.

4) The indirect effect estimated was 0.707, 95% confidence interval of bias corrected did not involve zero (0.529~0.916) and P value was less than 0.05. It's indicated that achievement motivation has a significant mediating effect between human resource strategic partner and job performance.
5) The direct effect of human resource strategic partner and job performance is estimated 0.100, 95% confidence intervals of bias-corrected involve zero (-0.140~0.290) and P value is greater than 0.05. It meant the direct effect is not significant.
6) The total effect of human resource strategic partner and job performance is estimated to be 0.807, 95% confidence interval of bias-corrected didn't involve zero (0.703~0.872) and P value is less than 0.05. It meant the achievement motivation exist significant mediating effect between human resource strategic partner role and job performance. It's a complete mediating effect. Analysis results as Table 9 list.

Table 9: Bias-Corrected Method Bootstrap Analysis

Effect Items	Estimate	95% Confidence Interval		
		Lower Bounds	Upper Bounds	P Value
Indirect Effect HRSP⟶AM⟶JP	0.707***	0.529	0.916	0.001
Direct Effect HRSP⟶JP	0.100	-0.140	0.290	0.373
Total Effect HRSP⟶JP	0.807***	0.703	0.872	0.001

Note: HRSP: Human Resource Strategic Partner AM: Achievement Motivation JP: Job Performance

V. Conclusion

This research explored the influence of strategic partner of human resource practitioners on the job performance. The main results included: (1). the higher degree of human resource practitioners strategic partner role cognition, the more positive impact on the job performance, (2). the higher achievement motivation of human resource practitioners, the more positive impact on the job performance, and (3). achievement motivation had a completely mediating effect between human resource strategic partner role and the job performance.

We showed the level of strategic partner role of human resource practitioners has a significant positive impact on job performance. It meant the higher the cognition of strategic partner role, the better of the human resource job performance. In management practices, improving and enhancing professional abilities is one way to reinforce the human resource strategic partner role. The professional competencies of human resource strategic partner included: undertake organizational strategy for mission, transformation ability, strategy implementation, organizational development, improve the internal customer service quality, formulate management system and policy, cross departmental coordination and so on. The importance of strategic partner comes from the level of professional ability of human resource practitioners, which is finally reflected in the level of job performance. In human resource practices, professional abilities can enhance through the internal and external professional course training, projects implementation plan, job rotation project design, job agent project and so on. The empirical results of this study also prove the higher cognition degree of human resource strategic partner role has a significant positive impact on job performance. Therefore, the HR department manager can carry out the above mentioned ability improvement plans from the daily work arrangement to improve the professional abilities of individual.

Achievement motivation refers to an internal tendency of individuals to engage in work that they think is important or valuable, and strive to reach a high level. People with high achievement motivation seek solutions in their respective areas, like to set moderately difficult goals, and hope to have specific feedback to understand the quality of their work. Most high achievement motivation is performance-oriented. Due to the achievement motivation belongs to the part of deep-inside personality traits, which is difficult to be changed through external training. In business practice application, we can evaluate the achievement motivation of candidates through personality test during the recruitment and selection process. Employees with higher achievement motivation can predict that their future job performance will be better than those who with lower achievement motivation. From the empirical results, we see that the level of achievement motivation of HR practitioners has a significant positive impact on the job performance.

Empirical analysis showed that achievement motivation does exist complete mediating effect between human resource strategic partner and the job performance. This means that the level of achievement motivation will affect human resource practitioner job performance. It was showed the higher cognition degree of strategic partner role with higher achievement motivation, the degree of job performance is higher. Therefore, how to increase the achievement motivation degree will be the critical point. In practices application, department manager could set up the specific goal and measurable performance evaluation standards that can effectively raise up individual internal satisfaction. It showed that the higher achievement motivation, the higher internal driving force for the completion of the work.

This research has some limitations. Study takes achievement motivation as the only mediating variable to explore the relationship between human resource strategic partner and job performance; other behavioral motivation variables might be considered in the future. By the way, human resource business partner still have the other three roles: change agent, administrative expert, employee champion. The future research may involve them into the framework then make a deeply discussion. Yet, this research provides a robust framework to study relationships among human resource practitioner strategic partner, achievement motivation, and the human resource job performance.

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Data Available Statement

The data that support the findings of this study are available from the corresponding author upon reasonable request.

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Perception of the Discourse of Advertising Logos by Consumers of Mass Products: Case of Soft Drinks in Congo-Brazzaville

By Moyo Nzololo
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Abstract- Anchored in a perspective of relationship marketing, this article analyzes the perception of the discourse of advertising logos by consumers of soft drinks. Through a study carried out on 297 students, the article highlighted the fact that perception varies separately by level of education, gender, age, or a combination of both gender and level of education.

Keywords: relationship marketing, perception, logos, advertising, consumer, congo-brazzaville.

GJMBR-E Classification: JEL Code: F00

Perception of the Discourse of Advertising Logos by Consumers of Mass Products: Case of Soft Drinks in Congo-Brazzaville

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Abstract- Anchored in a perspective of relationship marketing, this article analyzes the perception of the discourse of advertising logos by consumers of soft drinks. Through a study carried out on 297 students, the article highlighted the fact that perception varies separately by level of education, gender, age, or a combination of both gender and level of education.

Keywords: relationship marketing, perception, logos, advertising, consumer, congo-brazzaville.

I. Introduction

This article is to be considered in the context of relational marketing or relationship marketing that stipulates: "A consumer is no longer a sole receiver, he also becomes an active transmitter of information related to organizations he is in relationship with (Gavard-Perret, 2000). The consumer becomes message actor, rather than being simply a receiver of such a message. We consider Berry's relational marketing, quoted by Flambard-Ruaud (1997): "Relational marketing consists of attracting, maintaining and reinforcing relationship with the client". As it is said by Bergadaà (2000), "What is at stake today is to define another logic or approach that considers the fact that the consumer has become a knowledge seeker and actor. In fact, this consumer makes inquiries, takes part to fora, suggests proposals to enterprises and researchers, goes beyond relationship borders".

The consumer figures out, compares, chooses, postpones the purchase, or simply gives up. That is the reason why we have carried out this research study with a population of students, on the ground that the latter represents the layer of the society that actively participates to liquid communication, characterized by a saying that "all communicate, and all is used in order to communicate". The consumer is subject to a lot of messages, not only from a multitude of medias, but also from consumers themselves. And this implies a communication that is current, omnipresent, multiform, changing, and sometimes imperceptible (Tissier-Desbordes, 2013). We have been cautious enough to lay a particular emphasis on gender, given that it has an influence on attitudes and behaviors of both male and female consumers (Gavard-Perret, op.cit).

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In any communication between the receiver and the sender, there is the presence of noise, expressed by gap between the message sent and the message received. In this article, the message or the discourse is that of the advertising logo relating to soft drinks. Dorey and Zollinger (2000) underline that "*As a general principle, in the design of advertising messages, well-established principles must be considered: the message ought to be swift, synthetic, clear and signed. However, abiding by these imperatives is not sufficient enough to ensure effectiveness in communication*". Hence the existence of messages that are misunderstood, disconnected from the product, the brand and for which the consumer perceives no concrete or practical benefits, and therefore remains indifferent.

How could we make it possible for the consumer to better perceive the significance of the discourse proposed by the logo on the product?

From this core question, there are the six following secondary questions:

Q1.1: Does the contents of a logo representing a soft drink always meet expectations?
Q1.2: Are the logo's objectives perceived in an accurate manner?
Q2.1: Is there any link between the logo and the color of the beverage?
Q2.2: Can packaging play a role in the attractiveness of soft drinks?
Q3: Is there any link between the logo and the brand image of the company?
Q4: Is the message conveyed by the logo always explicit?

Through these questions, we want to study how consumers picture the discourse of advertising logos orientated towards soft drinks in Brazzaville, through the discourse of students on such an advertising logo to figure out the attractiveness of soft drinks from the logo, so as to better understand the place of communication in these enterprises. For that perspective, six hypotheses are pinpointed:

H1.1: The logo's contents meet the consumer's expectations according to the level of education.
H1.2: The logo's objectives are perceived in a clear and precise manner, according to the level of education.

H2.1: There is a link between the logo and the color according the gender.
H2.2: The packaging triggers the consumption desire of the consumer.
H3: There is a link between the logo and the brand image of the company, according to the age of the consumer.
H4: The message conveyed by the logo is explicit according to the sex and the level of education.

We have conducted a survey of 297 students from the "Ecole Supérieure de Gestion et d' Administration des Entreprises - ESGAE" (a college of business administration) in Brazzaville, Congo, on real or prospective consumers of these soft drinks. The data have been processed on Sphinx software. After presenting the situation of art on logometry, then theoretical framework, we will tackle the part devoted to results and discussions, prior to concluding.

II. Situation of art on Logometry

Originated from the latinword "*logos*" or *discourse* and "metrics" or *measure*, logometry refers to a method of analysis and interpretation of a discourse, used in human and social science. The method is based on a computer-assisted analysis which combines both qualitative and quantitative interpretation of digital corpus of the discourse. It is a set of documentary and statistical processing of a text or discourses that emphasizes either the hyper textuality of digital corpus, or data analysis and textual statistics.

That is why logometry is to be seen as the natural extension of lexicometry (lexicon measurement) and textometry (text measurement). It is the analysis of the discourse or the logos in its linguistic and social dimensions, as stated by Mazière (2005) who considers that: "*Logometry is, first of all, a computer-assisted "return" to discourse units in order to consolidate interpretation*". As for Rouveyrol (2005), it is about an open and "*integrative*" method "*whose core object is to give an account of relativity in discursive strategies*" set by speakers. The interest of logometry for the marketer is to understand the importance of discourses, through symbolic representations of consumers 'products in a given cultural environment.

That is the reason why Philippe and Durand (2009) underline that authors from different or various research traditions concur and state that organizations which proactively seek to align their activities with their institutional environment through the evocation of symbols and appropriate actions, manage to improve their brand reputation. Studies conducted by Kapferer (2003) lay an emphasis on the brand as an important element for external communication. In the opinion of the author aforementioned, the brand is a source of confidence and notoriety of enterprises.

The company's brand is a sign of participation to proximity and implication marketing; it is the face value of the enterprise. The brand always bears the company's logotype or logo. It must stimulate, explore new needs, new wants and new products. It serves as a family name on which consumers' confidence is based.

As for Cova and Saucet (2014) who are studying street marketing operations, they insist on the fact that the latter are getting more and more important to managers, despite some regulatory constraints associated with such operations. These operations include: distribution of flyers and products, product animations, human animations, mobile tours, disguised actions, event-driven actions. In addition, the authors a fore mentioned point out that "*The advantages of street marketing actions for a company lie essentially on direct relationship and emotional contact with a rather mobile target.*" This implies, as Filser (2015) states it, good understanding of factors that govern the purchasing behavior of consumers in a given environment. Such an understanding makes it possible to develop marketing action plans (communication and promotion) and identify the characteristics to be given to the product, based on the expectations of potential consumers.

The first models of consumer behavior have proved that the development of the consumer's affective begins with its cognitive states. These first two states lead to the conative state of the consumer's final behavior. In the opinion of the author above, it is possible that the consumer ignores the logo's attributes, while this logo influences his behavior. In the Bantu environment, Ibara (2013) states-in his work on logometry - that flashy colors, notably those from the rainbow, are most commonly used by enterprises in their logos, for they put the consumer more in resonance with vital energy.

However, if the consumer is repeatedly exposed to the products, under social pressure that value the product, he may be led to drive his preference based on a cognitive process, prior to deciding to buy the product. Mérigot and Nabec (2016) distinguish two nutritional logos which, according to their format, can warn consumers against any poor nutritional quality, prior to promoting good quality products. It is about descriptive nutritional logos and interpretative nutritional logos. The first are summaries of key nutritional values, while the second are synthetic nutritional indices of the nutritional quality of a product under the form of a single sign (a pictogram, a letter, or a color). Nevertheless, the two authors indicate that "the interpretative format, alone or combined with the descriptive format, is more efficient than the descriptive format".

III. Theoretical Framework

According to Granier and Guilbaut (1982), perception can be defined as a way for a consumer to understand, to grasp the meaning of the discourse, that is, the series of colors and codes of advertising logos. Perception is a matter of psychology, and it indicates how each consumer can be unable to internalize external stimulus. Understanding an advertising message largely depends on beliefs and habits of the targeted public.

For that matter, there are three levels of perception:

- Cognitive: relating to pieces of information, the competence that conveys prestige;
- Affective: relating to feelings or internalization;
- Conative: relating to feelings and actions.

According to Renaud and Sirieix (2012), it is possible to compare consumers 'perceptions in front of two different products with different logos. Based on their perceptions, the consumers prefer products that are not only respectful of the environment and health, but which also generate pleasure and taste associated with the consumption of such products. This could be analyzed for each of the customers through the analysis of the discourse perceived by each of them. To make its product known, the enterprise uses several means of advertising.

Advertising has an influence on us and sometimes goes as far as to impose us stereotypes that do not always tally with our nature and our own desires. Each individual acts spontaneously to the message: he compares it to his own knowledge and his environment, prior to accepting or rejecting it.

As for Granier and Guilbaut (op. cit.), advertising plays an important role in product knowledge, on the ground that it must be seen, read, believed, memorized, and must necessarily lead to acts of purchase. However, advertising has objectives and strategies. It is about drawing the consumer's attention, making the consumers understand the message conveyed, making the consumers believe in the importance of credit and making the consumers buy the product. As a strategy for publicity, it's all about being noticed, convincing and acting. On cans and bottles of soft drinks, there advertising logos mounted to the attention of customers. These logos bear a significance that pushes the consumer towards either rational motive or impulsive motive.

IV. Results and Discussion

The beverage market in Congo is dominated by three products: beer, hygienic beverages and Spring or mineral water. The Congo Statistical Yearbook (2016, p.379) shows that Beer has moved from 1574 10^3 hl in 2010 to 3618 10^3 hl in 2014, while hygienic beverages moved from 690 10^3hl to 1053 10^3 hl, whereas spring or mineral water moved from 200 10^3 hl to 628 10^3 hl. Three companies dominate the market. The main company is BRASCO, created in 1994 and holding 65% of the market share. It produces soft drinks (20%) and beer (80%) (Table n°1). Its range of soft drinks includes 23 products.

Table n°1: BRASCO' sproducts

Products	Bottle Volume	Nature of packing	Quantity of bottles in a pack	Price per pack (FCFA)	Unit price per bottle (FCFA)
▪ Coca cola ▪ Fanta orange ▪ Fanta passion ▪ Pulp orange ▪ Sprite ▪ Coca zéro	30 cl	Plastic	12	3000	300
▪ Coca cola ▪ Fanta orange ▪ Fanta passion ▪ Pulp orange ▪ Coca zéro	50 cl	Plastic	12	4750	500
▪ Coca cola ▪ Fanta orange ▪ Fanta passion ▪ Pulp orange ▪ Sprite ▪ Coca zéro	30 cl	Glass bottle	24	5000	250
▪ Coca cola ▪ Fanta orange ▪ Fanta passion ▪ Pulp orange ▪ Sprite ▪ Coca zéro	50 cl	Glass bottle	12	4800	500

Source : BRASCO, Sales Management Dept., 2020

In this table, we notice that there is no 50 cl Sprite in plastic bottle on the one hand, and that, on the other hand, products 'package are made up of both plastic and glass bottles. However, it should be noted that there is a serious problem related to shortage or lack of glass bottle.

RAGEC is the second company, created in 2004 and with a market share of 25% (Table 2). Its products are essentially mineral water (75%) and soft drinks (25%). We notice a great variety of bottle volumes and therefore prices. RAGEC's range of soft drinks includes 14 products.

Tableau n°2: RAGEC products

Products	Bottle Volume	Nature of packing	Quantity of bottles in a pack	Price per pack (FCFA	Unit price per bottle (FCFA)
▪ American cola ▪ Planète orange ▪ Planèteananas ▪ Fanta passion ▪ Sprite Bubelup	35 cl	Plastic	12	2250	250
▪ Orangina	33 cl	Plastic	6	1550	350
▪ Orangina	50 cl	Plastic	6	2330	500
▪ Tampico orange ▪ Tampico mangue ▪ Tampicopomme	35 cl	Plastic	12	2150	250
▪ Reaktor	33 cl	Plastic	6	2330	500
▪ Jus Vita	12.5 cl	Plastic	21	1990	150
▪ Jus Perla	1 L	Plastic	12	8500	1000
▪ Jus Perla	20 cl	Plastic	24	4500	250

Source: RAGEC, Sales Management Dept., 2020

The third company is BRALICO, created in 2013, and holds 10% of the market share. It produces varieties of beer (85%) and soft drinks (15%) (Table 3). We notice that BRASCO's range of soft drinks includes only 3 products, and that they are undifferentiated in terms of price. We are in a situation where the price does not reflect the quality.

Table n°3 : BRALICO

Products	Bottle Volume	Nature of packing	Quantity of bottles in a pack	Price per pack (FCFA)	Unit price per bottle (FCFA)
Coca world	50 cl	Glass bottle	20	4700	300
Top passion	50 cl	Glass bottle	20	4700	300
TOP coco pina	50 cl	Glass bottle	20	4700	300

Source BRALICO, Sales Management Dept., 2020

With the aim of attracting consumers, the three enterprises mentioned above carry out practically the same actions with retailers: giving the latter refrigerators in the company's colors and decorated with that company's products; painting the facades of bars and refreshment stands in the company's colors, highlighting certain products, and providing them with advertising materials (trays, glasses, parasols, chairs, tables, etc.). BRASCO supplied its exclusive distributors with beverage delivery vehicles. Consumers are more appreciative of juice in glass bottles for reasons of better conservation. However, the juice in a plastic bottle is easier to take away, given that it does not require any exchange bottle. Gender-specific flagship products for each company are presented in Table n°4 below; and it highlights each company's top-selling products by gender. For BRASCO, gender discrimination is strict. For RAGEC and BRALICO there are, however, products that can be found in both the Women's column and the Men's column. Noteworthy is the fact that men appreciate the "cola" or "coca" product of each of these companies.

Table n°4: Demand for Gender-specific flagship products per company

Company	Women	Men
BRASCO	Pulp orange, Fanta passion	Coca cola
RAGEC	Orangina, Tampico orange, Tampico pomme	Réaktor, American cola, Tampico pomme
BRALICO	Top passion, Coca world	Coca world

Source: Tsana and Abdelkerim (2018)

a) *Organization of the questionnaire*

The questionnaire that served as the data collection medium was administered to ESGAE students (Ecole Supérieure de Gestion et d'Administration des Entreprises – a College of Business Administration), during the 2019-2020 academic year in Brazzaville, Congo.

Among ESGAE students, the study targeted 679 students at the following levels: Bachelor's degree 3 (professional degree), CESAE (Certificate of Higher Studies in Business Administration) and the professional Master's degree. The questionnaire is structured a round the following four axes :

- Axis1: the perception on the advertising logo;
- Axis 2: the attractiveness of soft drinks based on the logo;
- Axis 3: the company notoriety through its logo;
- Axis 4: the place of communication in these enterprises.

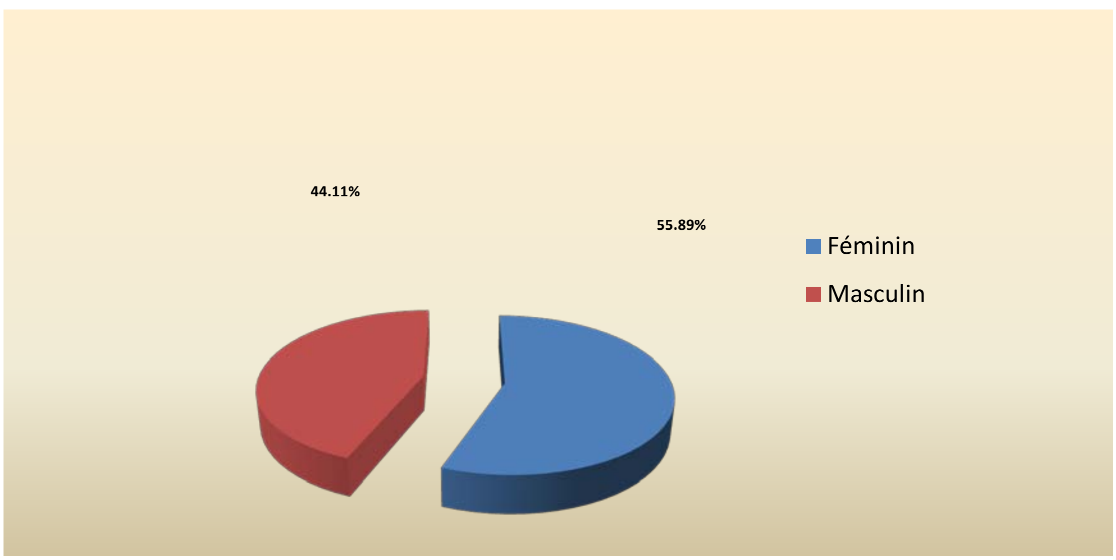
The modality "No answer" corresponds to the number of students who did not answer the question. The most frequent case in this study refers to questions that were not completed.

b) *Sample presentation*

The sample is made up of 297 students whose data is complete upon completion of the questionnaire, with a response rate of 43.74%.

c) *Gender structure*

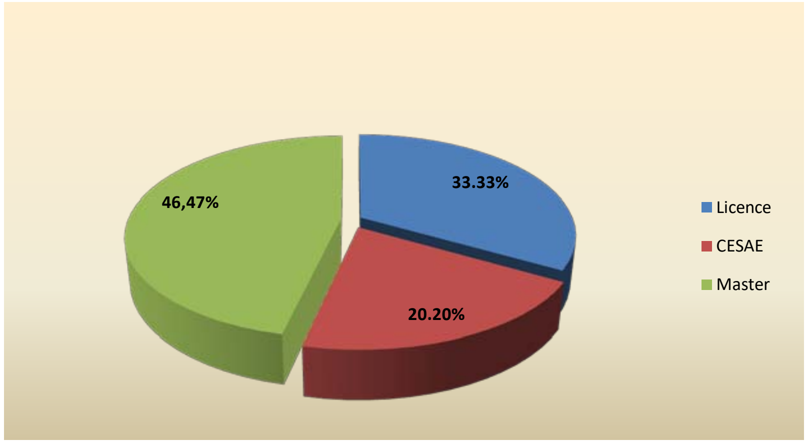
The 297 respondents to the questionnaire are distributed as follows: 166 women (representing (55.89%) and 131 men (representing 44.11%) (see Figure 1)



Legend in blue: Female
Legend in brown: Male
Structure by educational level

Figure 1: Workforce representation by gender

The breakdown of respondents by level of education shows that 46.47% are Master's students, whereas 33.33% are Bachelor's students, and 20.20% are CESAE students (see Figure 2).

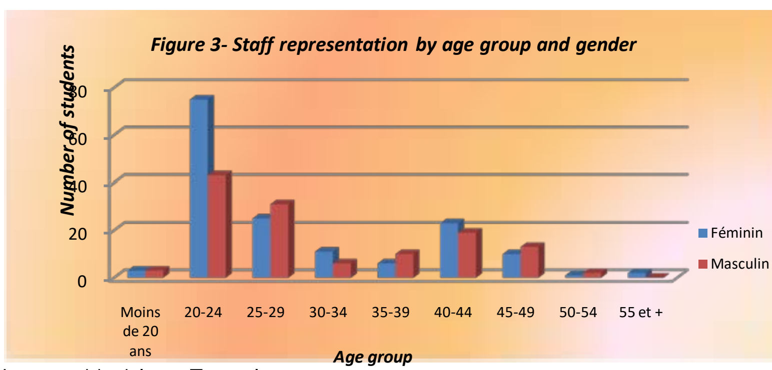


Legend in blue: Bachelor degree
Legend in brown: CESAE
Legend in gray: Master degree

Figure 2: Workforce representation by educational level

Age structure

The age of the students involved in the study ranges from 19 to 55 years old, with an average age of about 30. The population is 61% under 30 years of age, with a very high concentration at 40% for the interval between 20 and 24 years inclusive. This age group is also characterized by a remarkable presence of women (see. figure 3).



Legend in blue: Female
Legend in brown: Male

Figure 3: Staff representation by age group and gender

d) Discussion

The results and discussions are presented according to four headings or axes:

e) Perception on the advertising logo

To test students 'perceptions of the logo advertising discourse, we have looked at hypotheses. H1.1 and H1.2.

Examination of H1.1

Table n°5: Breakdown of staff by level of education on expectations about the content of a soft drink logo

	No answer	Yes	No	I don't know	Total
Licence	0	69	23	7	99
CESAE	2	30	25	3	60
Master	0	44	79	15	138
TOTAL	2	143	127	25	297

Dependency is very significant. Khi2 = 42.72, ddl = 6, 1-p = >99.99%

The level of education has a very strong influence on whether the content of a drink's logo always meets the consumer's expectations. On that matter, Maynadier (2014) states that "The logo must refer to the issuing organisation and become a reference sign. The logo is thus a sign of the different elements issued by an organisation, such as a service, a product or an advertisement. Increasingly integrated within brands of which it is a crucial element, the logo is responsible for manifesting elements that structure it". The educational level of the surveys is highly solicited because, as receivers, they must give meaning to the signs represented by the logos.

Examination of H1.2

52.86% of respondents believe that the objectives indicated by the logo are precise, compared to the other 30.98%. On the other hand, it was not easy for some respondents (15.15%) to express a clear opinion on the "precise" nature of the objectives on a logo.

Table n°6: Breakdown of staff by gender on the precision of the objectives indicated by the logo

	No answer	Yes	No	I don't know	Total
Male	2	57	43	29	131
Female	1	100	49	16	166
TOTAL	3	157	92	45	297

Dependency is very significant. Khi2 = 12.30, ddl = 3, 1-p = 99.36%.

Maynadier (2014) notes that the logo "must be able to express values and stories corresponding to the brand". However, when it comes to values, Dorez and Zollinger (2000) distinguish - in advertising discourse - male values focused on performance and technical sophistication, female values emphasizing ease of use and product accessibility, and shared values that tend to be more in line with female values. Advertisements also emphasize the importance of the level of education as these, in order of importance, should be: clear and easily understandable, informative, persuasive and motivational (Chevalier, 1999)

Table n°7: Breakdown of staff by level of education on the precision of the objectives indicated by the logo

	No answer	Yes	No	I don't know	Total
Bachelor	2	67	20	10	99
CESAE	0	35	17	8	60
Master	1	55	55	27	138
TOTAL	3	157	92	45	297

Dependency is very significant. Khi2 = 21.51, ddl = 6, 1-p = 99.85%.

To check whether *the objectives indicated by the logo are precise*, gender and level of education have had a very strong influence on the results obtained.

Attractiveness of soft drinks from the logo

To understand logo-based soft drink appeal, we have examined assumptions or hypotheses H2.1 and H2.2

Examinationof H2.1

Table n°8: Breakdown of staff by gender on the existence of a link between the logo and the color of the soft drink

	No answer	Yes	No	I don't know	Total
Male	3	61	59	8	131
Female	6	101	49	10	166
TOTAL	9	162	108	18	297

Dependency is significant. Khi2 = 8.01, ddl = 3, 1-p = 95.42%

According to Jonveaux (2015), "the first visual element that tries to convey a gender-based message is color". This means that color induces gender differentiation. Irrespective of age, Congolese people attach great importance to colors in general, and particularly in clothing. The phenomenon of "SAPE" (which literally stands for "*society of well-dressed people who like having good time*") that consists of harmonizing colors in clothing, is popularized by both men and women. And flashy colors are on display in the parade of "sapeurs" (well-dressed people of the "SAPE" movement) in public squares. Colors participate in the cosmetic function of advertising. Therefore, the link between logo and color can be culturally understood from the gender approach.

In the link between the logo and the color of the soft drink, gender has a strong influence.

Examination of H2.2.

70.00% of respondents think that "the packaging of a soft drink makes them want to buy it". This phenomenon is observed among men (75.57%) and women (65.66%).

Tableau n°9: Breakdown of staff by gender on the purchase of a soft drink from the package

	No answer	Yes	No	I don't know	Total
Male	3	99	26	3	131
Female	0	109	52	5	166
TOTAL	3	208	78	8	297

Dependency is significant. Khi2 = 8.64, ddl = 3, 1-p = 96.56%

The packaging used for soft drinks is plastic, glass bottles and cans. However, there is more plastic packaging than bottles, and very little in cans. Indeed, it is difficult to have empties for purchases of glass bottles; That is the reason why plastic has become an important part of the primary, secondary and tertiary packaging of soft drinks. We have observed a significant change in the content of soft drink packaging. We have 60-centilitreand 30-centilitre primary packaging in bottles. This confirms one of the requirements for the manufacture of the packaging. "the packaging shall be designed and manufactured so as to limit both its volume and its mass to the minimum necessary to ensure the required level of safety and acceptability" (Pinet, 2004).

Soft drinks sold in plastic packaging are cheaper than the others on the one hand, and they are easily transportable on the other hand. In markets, where women are the most numerous, beverages in plastic packaging are the most widely used, given that such packaging can be either disposed of more easily, or recovered for other purposes (sale of home-made yoghurts, ginger juice, bissap juice). We note a change in habits or custom in Congo, on the ground that plastic secondary packaging for soft drinks is now accepted at traditional or customary wedding ceremonies.

Jonveaux (op.cit.) has noted that gender differentiation is particularly sensitive in the case of products which remain identical in their active ingredient, but whose only external aspects, such as odor or especially packaging, vary". In other words, packaging induces gender differentiation.

To test or check whether *the packaging of a soft drink is an incentive to buy that soft drink,* gender has a significant influence on these results.

Company notoriety through the logo

To check company's notoriety through the logo, we have examined Hypothesis H3.

Examination of H3

62.27% of respondents believe that "there is a link between the logo and the company's brand image". This phenomenon is observed among men (63.36) and women (57.83).

Table n°10: Breakdown of staff per age on the existence of a link between the logo and the company's brand image

	Yes	No	I don't know	Total
No answer	10	1	3	14
Lessthan 20.00	4	2	0	6
From 20.00 to 24.00	63	23	13	99
From 24.00 to 30.00	50	12	11	73
30.00 and more	52	41	8	101
TOTAL	179	79	35	293

Dependency is significant. Khi2 = 19.01, ddl = 8.1-p = 98.52%

Noteworthy is the difference between the chronological or actual age of the consumer and the subjective or perceived age at which one tends to perceive oneself 10 to 15 years younger than one's actual age (Guiot, 1999). In our sample, ESGAE students are public servants who are experiencing a second youth by returning to school, and there is no doubt that they are within the dynamics of subjective age.

As pointed out by Sohier (2004), "Building the company's brand image is a learning process based on the consumer's experience with the brand." As experience is built up over the years, the brand image therefore correlates with the consumer's age.

Place of communication in companies

To understand the place of communication in companies, we have examined H4

Examination of H4

Respondents are relatively divided on this variable. They estimate at 44.44% that "the message of the logo is always explicit", as opposed to 41.75%. On the other hand, the need to verify the invariable or permanent character could explain the difficulty experienced by those who preferred to answer "I don't know" at 9.76%.

Table n°11: Breakdown of the workforce by gender on the permanent explicit character of the message of the logo

	Noanswer	Yes	No	I don't know	Total
Male	4	47	71	9	131
Female	8	85	53	20	166
TOTAL	12	132	124	29	297

Dependency is very significant. Khi2 = 15.14, ddl = 3, 1-p = 99.83%.

Table n°12: Breakdown of staff by level of education on the "always explicit" message

	Noanswer	Yes	No	I don't know	Total
Bachelor	6	53	28	12	99
CESAE	3	31	23	3	60
Master	3	48	73	14	138
TOTAL	12	132	124	29	297

Dependency is very significant. Khi2 = 18.33, ddl = 6, 1-p = 99.45%

The logo visually communicates a message to consumers about a product, service or organization. In such a context where sight is one of the consumer's most solicited senses, "color has thus become an element of differentiation for products whose technical characteristics are subject to the burden of standardization and the consequent trivialization" (Guichard, Lehu and Vanheems, 1998). This is particularly the case with soft beverages and their plastic packaging. We have seen with the validated hypothesis H2.1 that there is a link between the logo and the color according to the gender. We can therefore conclude that the message of the logo, being strongly linked to color-which is itself an element of differentiation -is explicit. Celhay (2014) points out that "companies may use the visual characteristics of an advertisement, packaging or logo to convey messages, explicit or implicit, to their consumers".

Theoretical model of the Swiss linguist Ferdinand de Saussure postulates that signs can be interpreted in two ways: the signifier and the signified. The signifier being the physical manifestation of the sign, we place ourselves at the level of expression. The signified being the meaning that is given to the signifier, we are at the level of content. As indicated by Celhay (op. cit.)," *if we apply these concepts to the case of logos, it appears that the verbal content, as well as each of their visual characteristics (colors, illustrations, typography, shapes, textures, etc) constitute as many signifiers that the company can use for communication purposes, for example on the positioning of its brand (which then constitutes the signified)*".The level of education of the consumer is very important for a good understanding of both the signifier and the signified. When the message is not explicit in this respect, the level of education may be a factor that may lead the consumer to resist the logo's message: "*the more educated and informed the consumer is, the more likely he is to resist influencing techniques owing to the greater richness of his representations*" (Cottet, Ferrandi and Lichté, 2012).

To check whether *the message of the logo is always explicit*, gender and level of education have had a very strong influence on the results obtained.

V. Conclusion

Despite the inherent constraints in building our sample, we have obtained empirical results on an operational aspect of marketing, namely commercial communication. The multiplicity of messages conveyed by issuers raises the issue of the credibility of those issuers, and that of the true or real source of the message. Indeed, in this increasingly liquid communication, ethical problems are acute, because commercial communication has become subtle and difficult to identify as such: it hides its name (Tissier-Desbordes, 2013). The advertising logo as a marketing discourse does not escape this debate. By taking into account a population of students, we have placed ourselves in a context where the consumer has become not only a researcher, but also an actor of knowledge. The validation of our corpus of hypotheses has highlighted gender, age and level of education as variables that made it possible to apprehend the perception of the discourse of advertising logos.

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Annex: Questionnaire

After the research question, which is:

How can consumers better perceive the discourse proposed to them by the product's advertising logos?

Further to this core question, the following questions arise:

Q1- Does the content of a drink's logo always meet your expectations?

- Yes;
- No ;
- I don't know.

Q2- Are the objectives indicated by the logo precise?
- Yes;
- No;
- I don't know.

Q3- Is there any link between the logo and the product?
- Yes ;
- No ;
- I don't know.

Q4- Do you see the importance of the logo throughout the product?
- Yes ;
- No ;
- I don't know.

Q5- Are there any other advertising means that the company uses besides the logo?
- Yes ;
- No ;
- I don't know.

Q6- Does the logo always indicate the quality of the product?
- Yes ;
- No ;
- I don't know.

Q7- Does the logo always lead to the purchase of the product?
- Yes ;
- No ;
- I don 't know.

Q8- Is there any link between the logo and the company's brand image?
- Yes ;
- No ;
- I don't know.

Q9- Is there any link between the logo the product price?
- Yes ;
- No ;
- I don't know.

Q10- Iis the message of the logo always explicit?
- Yes ;
- No ;
- I don't know.

Q11- Is there any link between the logo and the color of the product?
- Yes ;
- No ;
- I don't know.

Q12- through the advertising logo, could you recommend a company's product?
- Yes ;
- No ;
- I don't know.

Q13- do soft drink companies improve compliance through their logo?
- Yes ;
- No ;
- I don't know.

Q14- have you ever been in a situation where you buy a product under social pressure?

- Yes ;
- No ;
- I don't know.

Q15- faced with two products that look alike, is there any determining factor that leads the consumer to a givenlogo?

- Yes ;
- No ;
- I don't know.

Q16-Are you familiar with these products owing to various advertisements?

- Yes ;
- No ;
- I don't know.

Q17- does the packaging of a product make you want to buythat product?

- Yes ;
- No ;
- I don't know.

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7. Revise what you wrote: When you write anything, always read it, summarize it, and then finalize it.

8. Make every effort: Make every effort to mention what you are going to write in your paper. That means always have a good start. Try to mention everything in the introduction—what is the need for a particular research paper. Polish your work with good writing skills and always give an evaluator what he wants. Make backups: When you are going to do any important thing like making a research paper, you should always have backup copies of it either on your computer or on paper. This protects you from losing any portion of your important data.

9. Produce good diagrams of your own: Always try to include good charts or diagrams in your paper to improve quality. Using several unnecessary diagrams will degrade the quality of your paper by creating a hodgepodge. So always try to include diagrams which were made by you to improve the readability of your paper. Use of direct quotes: When you do research relevant to literature, history, or current affairs, then use of quotes becomes essential, but if the study is relevant to science, use of quotes is not preferable.

10. Use proper verb tense: Use proper verb tenses in your paper. Use past tense to present those events that have happened. Use present tense to indicate events that are going on. Use future tense to indicate events that will happen in the future. Use of wrong tenses will confuse the evaluator. Avoid sentences that are incomplete.

11. Pick a good study spot: Always try to pick a spot for your research which is quiet. Not every spot is good for studying.

12. Know what you know: Always try to know what you know by making objectives, otherwise you will be confused and unable to achieve your target.

13. Use good grammar: Always use good grammar and words that will have a positive impact on the evaluator; use of good vocabulary does not mean using tough words which the evaluator has to find in a dictionary. Do not fragment sentences. Eliminate one-word sentences. Do not ever use a big word when a smaller one would suffice.
Verbs have to be in agreement with their subjects. In a research paper, do not start sentences with conjunctions or finish them with prepositions. When writing formally, it is advisable to never split an infinitive because someone will (wrongly) complain. Avoid clichés like a disease. Always shun irritating alliteration. Use language which is simple and straightforward. Put together a neat summary.

14. Arrangement of information: Each section of the main body should start with an opening sentence, and there should be a changeover at the end of the section. Give only valid and powerful arguments for your topic. You may also maintain your arguments with records.

15. Never start at the last minute: Always allow enough time for research work. Leaving everything to the last minute will degrade your paper and spoil your work.

16. Multitasking in research is not good: Doing several things at the same time is a bad habit in the case of research activity. Research is an area where everything has a particular time slot. Divide your research work into parts, and do a particular part in a particular time slot.

17. Never copy others' work: Never copy others' work and give it your name because if the evaluator has seen it anywhere, you will be in trouble. Take proper rest and food: No matter how many hours you spend on your research activity, if you are not taking care of your health, then all your efforts will have been in vain. For quality research, take proper rest and food.

18. Go to seminars: Attend seminars if the topic is relevant to your research area. Utilize all your resources.

19. Refresh your mind after intervals: Try to give your mind a rest by listening to soft music or sleeping in intervals. This will also improve your memory. Acquire colleagues: Always try to acquire colleagues. No matter how sharp you are, if you acquire colleagues, they can give you ideas which will be helpful to your research.

20. Think technically: Always think technically. If anything happens, search for its reasons, benefits, and demerits. Think and then print: When you go to print your paper, check that tables are not split, headings are not detached from their descriptions, and page sequence is maintained.

21. Adding unnecessary information: Do not add unnecessary information like "I have used MS Excel to draw graphs." Irrelevant and inappropriate material is superfluous. Foreign terminology and phrases are not apropos. One should never take a broad view. Analogy is like feathers on a snake. Use words properly, regardless of how others use them. Remove quotations. Puns are for kids, not grunt readers. Never oversimplify: When adding material to your research paper, never go for oversimplification; this will definitely irritate the evaluator. Be specific. Never use rhythmic redundancies. Contractions shouldn't be used in a research paper. Comparisons are as terrible as clichés. Give up ampersands, abbreviations, and so on. Remove commas that are not necessary. Parenthetical words should be between brackets or commas. Understatement is always the best way to put forward earth-shaking thoughts. Give a detailed literary review.

22. Report concluded results: Use concluded results. From raw data, filter the results, and then conclude your studies based on measurements and observations taken. An appropriate number of decimal places should be used. Parenthetical remarks are prohibited here. Proofread carefully at the final stage. At the end, give an outline to your arguments. Spot perspectives of further study of the subject. Justify your conclusion at the bottom sufficiently, which will probably include examples.

23. Upon conclusion: Once you have concluded your research, the next most important step is to present your findings. Presentation is extremely important as it is the definite medium though which your research is going to be in print for the rest of the crowd. Care should be taken to categorize your thoughts well and present them in a logical and neat manner. A good quality research paper format is essential because it serves to highlight your research paper and bring to light all necessary aspects of your research.

Informal Guidelines of Research Paper Writing

Key points to remember:

- Submit all work in its final form.
- Write your paper in the form which is presented in the guidelines using the template.
- Please note the criteria peer reviewers will use for grading the final paper.

Final points:

One purpose of organizing a research paper is to let people interpret your efforts selectively. The journal requires the following sections, submitted in the order listed, with each section starting on a new page:

The introduction: This will be compiled from reference matter and reflect the design processes or outline of basis that directed you to make a study. As you carry out the process of study, the method and process section will be constructed like that. The results segment will show related statistics in nearly sequential order and direct reviewers to similar intellectual paths throughout the data that you gathered to carry out your study.

The discussion section:

This will provide understanding of the data and projections as to the implications of the results. The use of good quality references throughout the paper will give the effort trustworthiness by representing an alertness to prior workings.

Writing a research paper is not an easy job, no matter how trouble-free the actual research or concept. Practice, excellent preparation, and controlled record-keeping are the only means to make straightforward progression.

General style:

Specific editorial column necessities for compliance of a manuscript will always take over from directions in these general guidelines.

To make a paper clear: Adhere to recommended page limits.

Mistakes to avoid:

- Insertion of a title at the foot of a page with subsequent text on the next page.
- Separating a table, chart, or figure—confine each to a single page.
- Submitting a manuscript with pages out of sequence.
- In every section of your document, use standard writing style, including articles ("a" and "the").
- Keep paying attention to the topic of the paper.

- Use paragraphs to split each significant point (excluding the abstract).
- Align the primary line of each section.
- Present your points in sound order.
- Use present tense to report well-accepted matters.
- Use past tense to describe specific results.
- Do not use familiar wording; don't address the reviewer directly. Don't use slang or superlatives.
- Avoid use of extra pictures—include only those figures essential to presenting results.

Title page:

Choose a revealing title. It should be short and include the name(s) and address(es) of all authors. It should not have acronyms or abbreviations or exceed two printed lines.

Abstract: This summary should be two hundred words or less. It should clearly and briefly explain the key findings reported in the manuscript and must have precise statistics. It should not have acronyms or abbreviations. It should be logical in itself. Do not cite references at this point.

An abstract is a brief, distinct paragraph summary of finished work or work in development. In a minute or less, a reviewer can be taught the foundation behind the study, common approaches to the problem, relevant results, and significant conclusions or new questions.

Write your summary when your paper is completed because how can you write the summary of anything which is not yet written? Wealth of terminology is very essential in abstract. Use comprehensive sentences, and do not sacrifice readability for brevity; you can maintain it succinctly by phrasing sentences so that they provide more than a lone rationale. The author can at this moment go straight to shortening the outcome. Sum up the study with the subsequent elements in any summary. Try to limit the initial two items to no more than one line each.

Reason for writing the article—theory, overall issue, purpose.

- Fundamental goal.
- To-the-point depiction of the research.
- Consequences, including definite statistics—if the consequences are quantitative in nature, account for this; results of any numerical analysis should be reported. Significant conclusions or questions that emerge from the research.

Approach:

- o Single section and succinct.
- o An outline of the job done is always written in past tense.
- o Concentrate on shortening results—limit background information to a verdict or two.
- o Exact spelling, clarity of sentences and phrases, and appropriate reporting of quantities (proper units, important statistics) are just as significant in an abstract as they are anywhere else.

Introduction:

The introduction should "introduce" the manuscript. The reviewer should be presented with sufficient background information to be capable of comprehending and calculating the purpose of your study without having to refer to other works. The basis for the study should be offered. Give the most important references, but avoid making a comprehensive appraisal of the topic. Describe the problem visibly. If the problem is not acknowledged in a logical, reasonable way, the reviewer will give no attention to your results. Speak in common terms about techniques used to explain the problem, if needed, but do not present any particulars about the protocols here.

The following approach can create a valuable beginning:

- o Explain the value (significance) of the study.
- o Defend the model—why did you employ this particular system or method? What is its compensation? Remark upon its appropriateness from an abstract point of view as well as pointing out sensible reasons for using it.
- o Present a justification. State your particular theory(-ies) or aim(s), and describe the logic that led you to choose them.
- o Briefly explain the study's tentative purpose and how it meets the declared objectives.

Approach:

Use past tense except for when referring to recognized facts. After all, the manuscript will be submitted after the entire job is done. Sort out your thoughts; manufacture one key point for every section. If you make the four points listed above, you will need at least four paragraphs. Present surrounding information only when it is necessary to support a situation. The reviewer does not desire to read everything you know about a topic. Shape the theory specifically—do not take a broad view.

As always, give awareness to spelling, simplicity, and correctness of sentences and phrases.

Procedures (methods and materials):

This part is supposed to be the easiest to carve if you have good skills. A soundly written procedures segment allows a capable scientist to replicate your results. Present precise information about your supplies. The suppliers and clarity of reagents can be helpful bits of information. Present methods in sequential order, but linked methodologies can be grouped as a segment. Be concise when relating the protocols. Attempt to give the least amount of information that would permit another capable scientist to replicate your outcome, but be cautious that vital information is integrated. The use of subheadings is suggested and ought to be synchronized with the results section.

When a technique is used that has been well-described in another section, mention the specific item describing the way, but draw the basic principle while stating the situation. The purpose is to show all particular resources and broad procedures so that another person may use some or all of the methods in one more study or referee the scientific value of your work. It is not to be a step-by-step report of the whole thing you did, nor is a methods section a set of orders.

Materials:

Materials may be reported in part of a section or else they may be recognized along with your measures.

Methods:

- Report the method and not the particulars of each process that engaged the same methodology.
- Describe the method entirely.
- To be succinct, present methods under headings dedicated to specific dealings or groups of measures.
- Simplify—detail how procedures were completed, not how they were performed on a particular day.
- If well-known procedures were used, account for the procedure by name, possibly with a reference, and that's all.

Approach:

It is embarrassing to use vigorous voice when documenting methods without using first person, which would focus the reviewer's interest on the researcher rather than the job. As a result, when writing up the methods, most authors use third person passive voice.

Use standard style in this and every other part of the paper—avoid familiar lists, and use full sentences.

What to keep away from:

- Resources and methods are not a set of information.
- Skip all descriptive information and surroundings—save it for the argument.
- Leave out information that is immaterial to a third party.

Results:

The principle of a results segment is to present and demonstrate your conclusion. Create this part as entirely objective details of the outcome, and save all understanding for the discussion.

The page length of this segment is set by the sum and types of data to be reported. Use statistics and tables, if suitable, to present consequences most efficiently.

You must clearly differentiate material which would usually be incorporated in a study editorial from any unprocessed data or additional appendix matter that would not be available. In fact, such matters should not be submitted at all except if requested by the instructor.

Content:

- Sum up your conclusions in text and demonstrate them, if suitable, with figures and tables.
- In the manuscript, explain each of your consequences, and point the reader to remarks that are most appropriate.
- Present a background, such as by describing the question that was addressed by creation of an exacting study.
- Explain results of control experiments and give remarks that are not accessible in a prescribed figure or table, if appropriate.
- Examine your data, then prepare the analyzed (transformed) data in the form of a figure (graph), table, or manuscript.

What to stay away from:

- Do not discuss or infer your outcome, report surrounding information, or try to explain anything.
- Do not include raw data or intermediate calculations in a research manuscript.
- Do not present similar data more than once.
- A manuscript should complement any figures or tables, not duplicate information.
- Never confuse figures with tables—there is a difference.

Approach:

As always, use past tense when you submit your results, and put the whole thing in a reasonable order.

Put figures and tables, appropriately numbered, in order at the end of the report.

If you desire, you may place your figures and tables properly within the text of your results section.

Figures and tables:

If you put figures and tables at the end of some details, make certain that they are visibly distinguished from any attached appendix materials, such as raw facts. Whatever the position, each table must be titled, numbered one after the other, and include a heading. All figures and tables must be divided from the text.

Discussion:

The discussion is expected to be the trickiest segment to write. A lot of papers submitted to the journal are discarded based on problems with the discussion. There is no rule for how long an argument should be.

Position your understanding of the outcome visibly to lead the reviewer through your conclusions, and then finish the paper with a summing up of the implications of the study. The purpose here is to offer an understanding of your results and support all of your conclusions, using facts from your research and generally accepted information, if suitable. The implication of results should be fully described.

Infer your data in the conversation in suitable depth. This means that when you clarify an observable fact, you must explain mechanisms that may account for the observation. If your results vary from your prospect, make clear why that may have happened. If your results agree, then explain the theory that the proof supported. It is never suitable to just state that the data approved the prospect, and let it drop at that. Make a decision as to whether each premise is supported or discarded or if you cannot make a conclusion with assurance. Do not just dismiss a study or part of a study as "uncertain."

Research papers are not acknowledged if the work is imperfect. Draw what conclusions you can based upon the results that you have, and take care of the study as a finished work.

- You may propose future guidelines, such as how an experiment might be personalized to accomplish a new idea.
- Give details of all of your remarks as much as possible, focusing on mechanisms.
- Make a decision as to whether the tentative design sufficiently addressed the theory and whether or not it was correctly restricted. Try to present substitute explanations if they are sensible alternatives.
- One piece of research will not counter an overall question, so maintain the large picture in mind. Where do you go next? The best studies unlock new avenues of study. What questions remain?
- Recommendations for detailed papers will offer supplementary suggestions.

Approach:

When you refer to information, differentiate data generated by your own studies from other available information. Present work done by specific persons (including you) in past tense.

Describe generally acknowledged facts and main beliefs in present tense.

The Administration Rules

Administration Rules to Be Strictly Followed before Submitting Your Research Paper to Global Journals Inc.

Please read the following rules and regulations carefully before submitting your research paper to Global Journals Inc. to avoid rejection.

Segment draft and final research paper: You have to strictly follow the template of a research paper, failing which your paper may get rejected. You are expected to write each part of the paper wholly on your own. The peer reviewers need to identify your own perspective of the concepts in your own terms. Please do not extract straight from any other source, and do not rephrase someone else's analysis. Do not allow anyone else to proofread your manuscript.

Written material: You may discuss this with your guides and key sources. Do not copy anyone else's paper, even if this is only imitation, otherwise it will be rejected on the grounds of plagiarism, which is illegal. Various methods to avoid plagiarism are strictly applied by us to every paper, and, if found guilty, you may be blacklisted, which could affect your career adversely. To guard yourself and others from possible illegal use, please do not permit anyone to use or even read your paper and file.

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Please note that following table is only a Grading of "Paper Compilation" and not on "Performed/Stated Research" whose grading solely depends on Individual Assigned Peer Reviewer and Editorial Board Member. These can be available only on request and after decision of Paper. This report will be the property of Global Journals.

Topics	Grades		
	A-B	**C-D**	**E-F**
Abstract	Clear and concise with appropriate content, Correct format. 200 words or below	Unclear summary and no specific data, Incorrect form Above 200 words	No specific data with ambiguous information Above 250 words
Introduction	Containing all background details with clear goal and appropriate details, flow specification, no grammar and spelling mistake, well organized sentence and paragraph, reference cited	Unclear and confusing data, appropriate format, grammar and spelling errors with unorganized matter	Out of place depth and content, hazy format
Methods and Procedures	Clear and to the point with well arranged paragraph, precision and accuracy of facts and figures, well organized subheads	Difficult to comprehend with embarrassed text, too much explanation but completed	Incorrect and unorganized structure with hazy meaning
Result	Well organized, Clear and specific, Correct units with precision, correct data, well structuring of paragraph, no grammar and spelling mistake	Complete and embarrassed text, difficult to comprehend	Irregular format with wrong facts and figures
Discussion	Well organized, meaningful specification, sound conclusion, logical and concise explanation, highly structured paragraph reference cited	Wordy, unclear conclusion, spurious	Conclusion is not cited, unorganized, difficult to comprehend
References	Complete and correct format, well organized	Beside the point, Incomplete	Wrong format and structuring

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