

**INFLUENCE OF CORPORATE BRANDING STRATEGY ON
PERFORMANCE OF LARGE SCALE MANUFACTURING FIRM
IN NAIROBI, KENYA**

VINCENT MULAMA MUKABWA

**A RESEARCH PROJECT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD
OF THE DEGREE OF MASTER OF BUSINESS
ADMINISTRATION (MBA), SCHOOL OF BUSINESS,
UNIVERSITY OF NAIROBI**

2017

DECLARATION

This research project is my original work and has not been presented for academic purposes in the University of Nairobi or any other University.

Signature:..... Date:.....

VINCENT MULAMA MUKABWA

D61/79052/2015

This research project has been submitted for examination with my approval as the University Supervisor.

Signature:..... Date:.....

PROFESSOR JUSTUS MUNYOKI

University of Nairobi

ACKNOWLEDGEMENTS

My utmost glory to the almighty God for the far He has brought me through this project. My family for their understanding and support during the long hours of intense work. Third, to my supervisor Professor Justus Munyoki for his devoted guidance that facilitated my project. I also wish to acknowledge University of Nairobi management and my classmates who assisted me during time of the study.

DEDICATION

I dedicate this research project to my relatives, my classmates and friends whose words of inspiration, patience and moral support were my source of encouragement.

May Almighty God bless you all.

ABSTRACT

Corporate branding strategy seek out to build unique character and position for the services and goods of an organization and it makes sure both the company and the product create value beyond the competitors. Competition has become very stiff in manufacturing industry, organizations in this industry have to develop the branding strategies that will allow them have sustainable competitive advantage over others. The objective of this research was to establish the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi. The study was guided by the following theories; customer-based brand equity (CBBE) theory, Heider's balance theory and social judgment theory. The research used a descriptive survey research design. The target population for this research was 455 large scale manufacturing companies in Nairobi according to Kenya Association of Manufacturers. From the target population of 455, a sample population of 208 was realised with a confidence level of 95. The researcher used a questionnaire as an instrument for collecting primary data. The formulated questionnaires were administered through the use of the drop and pick method to the different operations managers in every sector of the large scale manufacturing companies. Secondary data was collected from the institutional websites, libraries, brochures, newspapers and various research related organizations. Descriptive statistics analysis was used to evaluate the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi. The quantitative data was coded using SPSS (version 24.0) so as to allow the responses given to be grouped into different categories. Correlation analysis will be employed to test the parameters. The study found that that brand positioning influences performance of large scale manufacturers in Nairobi in great extent. The study revealed that brand identity influences performance of large scale manufacturers in Nairobi to a great extent. The study found that brand personality influences performance of large scale manufacturers in Nairobi to a great extent. The study found that brand architecture influence performance of large scale manufacturers in Nairobi to a great extent. This study showed that rebranding influences performance of large scale manufacturers in Nairobi in great extent. The study concluded from the regression findings that project brand identity had the greatest effect on the performance of large scale manufacturers in Nairobi, followed by brand positioning, then brand architecture then brand personality while rebranding was less significant on large scale manufacturers in Nairobi. The study suggests that there is need for the large scale companies to ensure that their brand name is well established and that large scale companies in Kenya should be encouraged to look for better ways of strengthening their brands in order to enhance their performance.

TABLE OF CONTENTS

DECLARATION	ii
ACKNOWLEDGEMENTS	iii
DEDICATION	iv
ABSTRACT	v
LIST OF TABLES	ix
ABBREVIATIONS AND ACRONYMS	x
CHAPTER ONE	1
INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Branding Strategy	3
1.1.2 Organizational Performance	4
1.1.3 Manufacturing Firms in Kenya	5
1.2 Research Problem	7
1.3 Research Objective	9
1.4 Value of the Study	9
CHAPTER TWO	11
LITERATURE REVIEW	11
2.1 Introduction.....	11
2.2 Theoretical Review	11
2.2.1 Customer-Based Brand Equity (CBBE) Theory.....	11
2.2.2 Heider’s Balance Theory	12
2.2.3 Social Judgment Theory	13
2.3 Corporate Branding Strategy and Performance	14
2.3.1 Brand Positioning.....	14
2.3.2 Brand Identity	15
2.3.3 Brand Personality.....	16
2.3.4 Brand Architecture.....	16
2.3.5 Rebranding.....	18
2.3.6 Performance of Large Scale Manufacturers	18
2.4 Empirical Review.....	19
2.5 Summary of Literature Review.....	21

CHAPTER THREE	22
RESEARCH METHODOLOGY	22
3.1 Introduction.....	22
3.2 Research Design.....	22
3.3 Study Population	22
3.4 Sample selection	23
3.5 Data Collection	24
3.6 Data Analysis	25
CHAPTER FOUR	27
DATA ANALYSIS, INTERPRETATION, PRESENTATION AND	
INTERPRETATION	27
4.1 Introduction.....	27
4.2 Response Rate.....	27
4.3 Reliability Analysis.....	27
4.4 Background Information.....	28
4.4.1 Highest Academic Qualification.....	28
4.4.3 Period Worked in the Organisation.....	29
4.5 Corporate Branding Strategy	29
4.5.1 Brand Positioning.....	29
4.5.2 Brand Identity	31
4.5.3 Brand Personality.....	33
4.5.4 Brand Architecture.....	35
4.5.5 Rebranding.....	36
4.5.6 Performance of Large Scale Manufacturers	37
4.6 Correlation Analysis	38
4.7 Regression Results	40
4.7 Discussion of the Findings.....	42
4.7.1 Brand Positioning.....	42
4.7.2 Brand Identity	43
4.7.3 Brand Personality.....	44
4.7.4 Brand Architecture.....	44
4.7.5 Rebranding.....	45

CHAPTER FIVE	46
SUMMARY, CONCLUSIONS AND RECOMMENDATIONS	46
5.1 Introduction.....	46
5.2 Summary of the Findings.....	46
5.3 Conclusions.....	47
5.4 Recommendations.....	48
5.5 Areas for Further Research	50
REFERENCES.....	51
APPENDICES	55
Appendix I: Introduction Letter	55
Appendix II: Research Questionnaire.....	56
Appendix III: Large Scale Manufacturing Firms In Nairobi, Kenya.....	62

LIST OF TABLES

Table 3. 1: Sampling Frame.....	24
Table 4. 1: Response Rate.....	27
Table 4. 2: Reliability Analysis	28
Table 4. 3: Level of Education.....	28
Table 4. 4: Working Experience	29
Table 4. 5: Extent to which Brand Positioning Influence Performance	30
Table 4. 6: Extent of Influence of Various Aspects of Brand Positioning	31
Table 4. 7: Extent of Influence of Brand Identity.....	32
Table 4. 8: Agreement with Statements on Effects of Brand Identity.....	33
Table 4. 9: Extent of Brand Personality Influence.....	33
Table 4. 10: Extent of Influence of Various Aspects of Brand Personality.....	34
Table 4. 11: Extent of Brand Architecture.....	35
Table 4.12: Extent of Influence of Aspects of Brand Architecture	35
Table 4. 13: Extent to which Rebranding Influence Performance.....	36
Table 4. 14: Extent of Influence of Various Aspects of Rebranding.....	37
Table 4. 15: Trend of Aspects of Performance of Large Scale Manufacturers	38
Table 4. 16: Correlation Matrix	39
Table 4. 17: Model Summary	40
Table 4. 18: ANOVA results	40
Table 4. 19: Coefficients of Determination	41

ABBREVIATIONS AND ACRONYMS

CBBE	Customer-Based Brand Equity
GDP	gross domestic product
KNBS	Kenya National Bureau of Statistics
KAM	Kenya association of manufacturers
UNIDO	United Nations Industrial Development Organization
CEOs	chief executive officers
SPSS	Statistical Package for the Social Sciences
ANOVA	Analysis of variance

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

In a world of comprehensive competition that we are dwelling in, brands are mostly used by the manufacturing companies as one of the strategies to create value as well as differentiation, thus ensuring that these companies are ahead of their competitors (Alamro & Rowley, 2010). Companies recognize that the best-selling brands are and have been linked with better shareholders returns and accelerated income growth. As a result, most of the manufacturing companies center their strategies towards establishing strong brands as a major success feature in generating value to the customer and the company.

Masterson and Pickton (2010) define branding as a strategy that is used to differentiate goods and companies as well as to build the monetary value for both the owner and the product's consumer. As stated by Keller (2008), a brand is not an end in itself since it has to be controlled because it is a business tool for the company's profitability and growth and profitability. Thus Zeithaml and Bitner (2002) view the management of a brand as the use of marketing skills to a specific brand, product line or product. Good branding strategy requires one not to focus on a single element but all. Stankovic and Djukic (2006) believe that good brand management strategies create and sustain brand equity. Drummond and Ensor (2001) are in agreement with Stankovic and Djukic (2006), though they further postulate that the gained brand equity will in turn bring about brand loyalty and the willingness to pay premium price. A well effected brand management strategies create strong brands that result in better earnings, profit performance and value for the shareholders.

However if a brand is mismanaged its power to influence the market is lost, thus its awareness, image and market share will cease to matter.

The study is hinged on the Customer-Based Brand Equity (CBBE) theory (Keller, 2001) which postulates that businesses make use of the consumer-driven methods to advance their aptitudes to please the numerous emergent wants and needs of the present customer. Among the consumer-driven approaches, the branding strategy has come out as one of the important activities that are required in the process of building of a reliable customer base as well as in the development of a valuable brand image. Together with such development, the practitioners are responsible for structuring their branding strategies around establishing and protecting equity of the brand. However, this development is underpinned by an argument that states that a company could maximize the performance of its brand once it understood the behavior and the attitude of the customers better than the competing brand (Knapp, 1999).

Large scale manufacturing companies have over one hundred worker, medium manufacturing companies have between fifty-one and one hundred staffs while small-scale manufacturing companies have between eleven and fifty employees, and the micro manufacturing companies have ten or fewer employees. The manufacturing section of Nairobi Kenya developed at 3.5% in 2015 and 3.2% in 2014, contributing 10.3% to gross domestic product (GDP). On average, in any case, manufacturing has been developing at a slower rate than the economy, which extended by 5.6% in 2015 (KNBS, 2016). Kenya is going through premature industrialization in a context where manufacturing and industry are still relatively under-developed. Kenya seems to have 'peaked' at a point much lower than in much of Asia. Thus if brands are not properly managed, these companies will fail to see the value of the brand or the true essence

behind the brand, thus they will not reap the benefits of proper branding strategies (Achuora, Guyo, Arasa & Odhiambo, 2015).

1.1.1 Branding Strategy

According to Mann and Kaur (2013), the branding strategy is the manner in which organizations mix and match their individual, house, corporate, house and family and brands for their goods. Osler (2003) is of the view that the brand strategy is a translation of the business strategy for the market place. Aaker (2004) views brand strategy as entailing the reactions to market situation, whilst Keller (2008), believes that the brand strategy involves coming up with common unique features of different products provided by the company. According to de Chernatony (2001), the brand strategy involves intensifying the images of the various goods or services sold by a given company.

The strategy is based on the brand center, values and affiliations through the utilize of the building pieces as brand mission, architect, positioning, value proposition, guarantee as well as brand identity (Kotler & Pfoertsch, 2006). Alamro and Rowley (2010) in correspondence view branding strategy as a group of integrated strategies as well as sub strategies used by the owners of the brand to realize their objectives and have come up five components which include; brand positioning, architecture, personality, identity as well as reinforcement and revitalization (rebranding). All in all a branding strategy is basically a transformation of the business plan for the market place (Osler, 2003).

Brand strategy refers to a process whereby an organization identifies the necessary brand elements so as to develop the feasible and appropriate brand proposition to the target consumers (Kotler & Pfoertsch, 2006). Therefore, brand strategy ought to

engage a holistic approach all over the company and should embrace roles of the employees as the brand ambassadors. In the brand strategy process, brand elements, architecture, identity and positioning execute an essential function.

Mann and Kaur (2013) are of the view that there is no branding tactic that is superior to the other but rather, the appropriateness of the branding strategy is depended on how the strategy matches with the uniqueness of the offering. Dibbs (1997) is also in agreement that there is a wide spectrum of possible branding strategies and he further postulates that the decision for use of branding strategy is depended on ownership of brands and the structure of brand systems.

1.1.2 Organizational Performance

This is an evaluation of three specific areas of company's outcomes which are customer value added, market performance and financial performance (Richard, Devinney, Yip & Johnson, 2009). The performance of an organization is the degree of standard or the endorsed indicators of proficiency, effectiveness as well as the environmental obligation such as, the regulatory compliance, waste diminishment, productivity and cycle time. Performance is too characterized as the measurements that relate to the manner in which a specific request is undertaken, or the act of performing; of carrying out a task successfully (Venkatraman & Ramanujam, 2001). It is also refers to the degree to which a person meets the prospect concerning how he ought to behave or function in a given circumstance, job, situation or context. Oakland (1999) is of the perception that performance is what the individuals do in relation to the roles of the organization.

Using any analysis method which is designed to determine the performance of a business, there are imperfections and limitations associated with the application of the

financial ratios, especially the use of very few ratios in isolation (Im & Workman, 2004). Performance ought to be broader and it should be based in a manner to include the normative measures, the consistency behavior, quality, economy, efficiency and effectiveness. Managers work hard and come up with smart strategies such as corporate branding strategies to ensure their organization perform and achieve the desired company targets and objectives.

With the organizations working in very unstable environment, the concern of the management is how to achieve organizational performance. The organizational performance entails the habitual activities to set up managerial goals, examine improvement towards the set goals, and to formulate changes towards the achievement those goals more successfully and proficiently (Carter, 1997). The issue is the reason as to why some companies perform better than others. This paper will use tools such as balanced score card to examine whether corporate branding strategy is effective in organizational performance. The balanced score card refers to a tool that provides a balanced analysis on how a company is performing through cascading the performance viewpoints from the strategic to the operational level of the business at four levels of: service delivery innovations, internal business processes, financial stewardship and customer service (Gunasekaran *et al.*, 2011).

1.1.3 Manufacturing Firms in Kenya

The manufacturing sector in Kenya is large and it serves both the exports to East Africa and the local market. The manufacturing sector has both subsidiaries of multinational corporations and locally owned and franchised around the region such as the East African cables limited. Manufacturing contributed to approximately 20% of the Gross Domestic Product (GDP). Manufacturing also contributed 13% of formal

employment and 12.5% of Kenya's total exports in 2008 (KAM, 2011). Therefore manufacturing is a key contributor to the national economy.

Different ways exist on how to categorize the manufacturing companies in Kenya but this research will adopt the Parker and Torres (2007) categorization. This classification points out that manufacturing companies in Kenya can be categorized according to the number of the employees. Large scale manufacturing companies have above one hundred workers, medium manufacturing companies have between fifty-one and one hundred employees while small scale manufacturing companies have between eleven to fifty staffs, and micro manufacturing companies are those with ten or fewer employees.

According to the Kenya association of manufacturers (KAM, 2011), there are 700 registered members. These are classified as large, medium and small scale manufacturing firms according to annual average turnovers made. The KAM defines small scale producers as those manufacturing companies with revenue of between KSh10, 000,000 and KSh20, 000, 000. Medium scale producers range in revenue between KSh20, 000, 000 and KSh200, 000, 000 while the large scale producers have turnovers of more than KSh250, 000,000. The manufacturing firms in Kenya vary in terms of their output products. KAM notes that 80% of the 700 members are based in the city of Nairobi. The rest are spread across other cities and urban centers such as Athi River, Thika, Mombasa, Nakuru, Eldoret and Kisumu. In Kenya, the large scale manufacturers operate different businesses that fall under numerous sectors.

Even though Kenya is termed as the most industrially developed nation in East African region, manufacturing accounts for only 16% of gross domestic product (GDP). This level of manufacturing indicates only a small increase since the country

attained independence. In spite of the significance and the measure of the manufacturing sector in Kenya, it is still exceptionally little when compared to that of the industrialized countries (UNIDO, 1987). In many emerging economies especially in Asia, manufacturing industry had been the economic growth engine and was the major tradable sector in those economies (Tsai, 2004). However Kenya's manufacturing industrial sector enjoyed modest growth rates averaging 4 percent over the last decade (KAM 2012). In the year 2000 the manufacturing segment was ranked as the 2nd largest economic sub sector after agriculture (RoK, 2008) but in 2015, it was in the 4th place behind agriculture, wholesale and retail trade, transport and communication (World Bank 2016). As a result, the sector had seen a reduction in its contribution to GDP from 13.6 percent in the early 90's to 9.2percent in 2015 (RoK, 2016).

1.2 Research Problem

In today's society organizations are manipulating customers into purchasing their goods as an alternative of the competitors' goods. To manipulate the customers, these organizations need to differentiate their goods. They also need to prove to the target consumers that their goods present a higher value. Corporate branding strategy seek out to build unique character and position for the services and goods of an organization and it makes sure both the company and the product create value beyond the competitors (Mann & Kaur, 2013). The general indication from literature on brand management is that branding strategies enable firms to create long term brand equity, influence purchase behaviour and create shareholder value (Alamro & Rowley, 2010). Literature has also shown that not all branding strategies are effective but the effective ones are dependent on the type of industry they are applied (Keller, 2008).

Competition has become very stiff in manufacturing industry, organizations in this industry have to develop the branding strategies that will allow them have sustainable competitive advantage over others. However, majority of the large manufacturing companies in Kenya have not fully adopted the brand management strategies for their products (Mwirigi, 2011) and may be supposed as a long belated effort to rejuvenate themselves as a modern corporate units through their brands. Further, most manufacturing companies in Kenya have overlooked product branding strategy as a key to their success and those that have a brand strategy do not uphold the consistency and continuity of their strategies (Kibera & Waruingi, 2008). As a consequence of alteration in consumer's preferences and taste, aggressive marketing strategies by competing firms, technological advancement and the management of the manufacturing companies should do everything possible in a view of realizing any lost chance to make the most of return on investment.

Several studies have been carried out in Kenya before, addressing the aspects of branding strategies. Such studies include: Gikonyo (2013) established the impact of strategic corporate re-branding on client fulfillment among mobile service providers in Kenya and built up that rebranding had small impact of client fulfillment. Momanyi (2013) established the relationship between branding techniques and client devotion among commercial banks in Kenya and deduced that positioning was the most important strategy. Muiruri (2015) assessed the influence of branding strategy on financial performance of commercial banks in Kenya and established they all affected profitability positively. Shihachi (2012) who examined the relationship between corporate branding strategy and performance of Safaricom Limited and established that brand personality had the greatest effect. The literature available so far, indicates that there has since been no study aimed at addressing corporate branding strategy and

performance in Kenya hence the knowledge gap. The studies on corporate branding strategy have also focused on service sector and not the manufacturing sector. This research sought to fill this gap by answering the following research question: what is the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi?

1.3 Research Objective

The objective of this research was to establish the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi, Kenya.

1.4 Value of the Study

This research would add to knowledge by investigating empirically the influence of corporate branding strategy on performance. The outcomes of the study would benefit many stakeholder groups including manufacturing firms, policy makers and also researchers.

Manufacturing firms may benefit from the study as they could better understand the influence of corporate branding strategy on their performance. The findings of this study are of help the managers and other decision makers of commercial banks in Kenya on how to manage their branding strategies. The management may thus be better placed to deal with hurdles that impede successful branding strategy. Efficient and effective branding strategy would provide base for manufacturing firm growth and increase customer satisfaction. Based on these observations, this study may perhaps propose some future directions in order to make Kenyan manufacturers competitive with world-class manufacturers best marketing strategies.

The makers of the policy may acquire information of the manufacturing sector dynamics and the appropriate responses to corporate branding strategy; as a result, they will get direction from this research on how to design suitable policies that would control the participation of the sector.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter focused on the theoretical review which contains the theories that underpin this study. The literature review which is the related literature in line with the research objectives concerning to establish the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi, the conceptual framework which highlights the relationship between the independent and the dependent variables and the empirical review which highlights related studies by other scholars.

2.2 Theoretical Review

This section looks at the theoretical underpinning of the study by specifically reviewing theories that support the need for corporate branding strategy on performance of large scale manufacturers. Key among these theories includes; customer-based brand equity (CBBE) theory, Heider's balance theory and the theory of the competitive advantage.

2.2.1 Customer-Based Brand Equity (CBBE) Theory

Brand management is not new in many companies. Brand is identical to intangible asset in an organization, in that a superior brand could influence the premium price consumption behavior, consumer loyalty and increased sound image as well as competitive advantage (Keller, 2012). As the effect, most brand supervision works fully emphasize on consumer-based brand leading to advance of Customer-Based Brand Equity (CBBE) theory (Keller, 2001).

In line with the Customer-Based Brand Equity (CBBE) theory, businesses are now making use of the consumer-driven methods to promote their aptitudes to please the numerous emergent wants and needs of the present customer. Among the consumer-driven approaches of the CBBE theory, branding has come out as one of the important activities necessary in the process of building of a reliable customer base as well as in the creation of a successful brand image. According to Ritson (2004), product or service do not exist by itself in space which is free of the client. In this manner, for a brand to outlive, it must build up a part in a person's buying behavior of a buyer of the world of merchandise around him or her. The buying behavior is skewed and coordinated by the person's environment, encounter, needs, convictions and values. People hold solid discernments almost for all brands in the minds making it troublesome to alter or to impact (Keller, 2003).

2.2.2 Heider's Balance Theory

According to the means–end chain theory, information held in the memory of the customer is prearranged in a pecking order with solid views being linked to the more theoretical thoughts in an order that progresses from means (product features), to psychological as well as social consequences, and lastly to ends (fulfillment of personal values). The purchasing and the consumption situation act as edges of reference when customers are thinking about commodities as well as substitute features of the brands and the products. Furthermore, states of emotional inequity are likely to occur in the minds of the customers among the connections which are automatically retrieved for features consequences as well as consequences values. Therefore, Heider's balance theory informs means–end chain theory and research (Taylor 2010). The theory accepts that certain structures between people and objects are adjusted, while other structures are imbalanced, and that adjusted structures are by

and large favored over imbalanced structures. Particularly, adjust hypothesis claims that uneven structures are related with an awkward feeling of negative influence, and that this negative feeling leads individuals to endeavor for adjusted structures and to maintain a strategic distance from imbalanced structures (Heider, 1958).

The practical and hypothetical worth of means–end study rises from asking the clients to provide an appropriate elective to the great and the brand utilized in a current utilization circumstance and an unsatisfactory elective, and to depict the features–consequences–values of the alternatives; thus, Fournier's elective connections of consumer–brands (e.g., ill wills, relational unions and casual fellowships) ended up pertinent for means–end chain hypothesis. Hence, in arrange to construct a solid brand methodology, a fabricating company has must shape how clients think and feel almost their item. They have to construct the right sort of encounters around the brand, so that clients have particular, positive contemplations, sentiments, convictions, suppositions, and discernments around it.

2.2.3 Social Judgment Theory

Pimentel and Heckler (2012) were maybe the to begin with to think about consumer's behavior on a symbol alter. Through a few thinks about, they found that clients “preferred” no alter to a symbol (symbol characters were utilized) but little changes were well “tolerated.” They show that “changes will be acknowledged by shoppers as long as the changes are slight sufficient so that the modern symbol plan falls inside the consumers' scope of acceptance”. They concluded that social judgment hypothesis makes a difference clarify consumer's inclination to such symbol changes or maybe than inconsistency hypothesis. Concurring to this theory, an individual weighs each unused thought, comparing it with the individual's display point of see to decide

where it ought to be put on the state of mind scale in an individual's intellect. SJT is the subliminal sorting out of thoughts that happens at the moment of recognition (Griffin, 2012). The viewpoint that individuals acclimatize modern data around state of mind objects in light of what they as of now know or feel; the introductory state of mind acts as an outline of reference, and unused data is categorized in terms of this standard (Solomon, 2011).

2.3 Corporate Branding Strategy and Performance

2.3.1 Brand Positioning

Essentially, branding involves creating a distinctive position and differentiating the firm from its competitors. According to Kotler (2003), brand positioning involves inventing the image and the offer for a company so as to ensure that it occupies a different and valued position in the mind of the customer. Kapferer (2008) views brand positioning as targeting a specific market segment by presenting an image which is aimed at a particular segment. In this way brand situating is the creation of a picture in the customer's intellect almost what the brand implies. Schmidt and Ludlow (2002) depicted situating as it is more often than not connected in promoting to imply the special showcase position had by a brand or a brand wishes to have in respect to competition. Situating includes the separation of an item or a brand concurring to the recognition of the target showcase and relative to the related offerings in the given markets. All viewpoints of company's conduct impact the position in the minds of the clients. Brand positioning is described as the insight and the perception of a consumer on a particular brand and the niche that the brand occupies in the minds of the consumers. At the organizational level, positioning is a long term process that involves developing the overall competitive advantage of an organization in market

place. Positioning identifies organization's place in the environment in relation to its core competency, mission and vision (Hooley, 2001).

2.3.2 Brand Identity

Brand identity represents what the brand symbolizes and implies assure to the consumers from the company and it is made up of twelve dimensions that are structured around four perspectives. Brand uniqueness refers to the implications that a brand draws in the consumer's minds. It is also a group of associations that a brand owner wishes to maintain or to make (Aaker, 2004). A comprehensive understanding of brand identity from the different perspectives is useful when brand managers seek to differentiate, enrich and clarify, brand identity. Brand identity is used to establish the position of a brand in the market. The four perspectives of brand identity that Aaker (2004) distinguishes are: Product related attributes are related to product experience and consumer requirements. Therefore, they possess a vital influence on the identity of the brand. According to Urde (2003), the identity of a brand is created as a continual and on-going interface between the customers and the organization's identities The core values summarize the brand's identity.

According to Balmer (2001), the centre of the company brand is a clear covenant and it acts as a promise between a firm and its major stakeholders. This value proposition or promise is communicated through various channels, and experienced through the goods, services and staff. The vision and culture of the company are part of the value proposition communicating the brand values. Diverse branding schemes are built by the practitioners based on the complexity, scale and size of the different branding development scenarios and cycles (Wheeler, 2003).

2.3.3 Brand Personality

Brands are defined as a set of individual personality character that leads to the purchasing behaviour. It is referred to as the brand personality (Kotler & Keller, 2009). Brand personality provides a symbolic connotation to brands and serves the self-expressive role. Furthermore, consumers like to associate themselves with the brands that represent certain human features that match their own. Jennifer Aaker (1997) makes out five elements of brand personality, which include ruggedness, sophistication, competence, excitement and sincerity. The application of brand personality enhances usage and preference, raise the emotions of the customers and increases loyalty and trust towards the brand (Sung & Kim, 2010).

The intensity of significance for brand personality contradicts in business to business markets. Keller (2003) disputes that brand personality are not very vital for B2B brands as compared to the customer brands. This match the findings from Chernatony and McDonald (1998) that psychologically predisposed decision-making are unusual in industrial markets. As a result, most literature in brand personality focuses on the customer markets. However, it appears that in the recent years, brand personality acquires more consideration in the business to business markets. Brand personality in the B2B markets concentrates on the level of the company, and not on the individual workers (Persson, 2010). Brand personality builds a premium price. This is particularly the case when trust, customer loyalty and relationships are significant consequences of brand personality.

2.3.4 Brand Architecture

Brand architecture classifies the brand portfolio that identifies brand roles as well as the character of relationship between brands. Brand architecture refers to how a brand

is promoted in an organisation amongst other brands in that organisation (Osler 2003). According to Hatch and Schoultz (2008), brand architecture is a term that can be used as a synonym for branding strategy that explains the manner in which various brands owned by a firm relate to each other. Managing the arrangement of brand extension is difficult due to the external factors (the changing business environment, market fragmentation and channel dynamics). Brand supervisors deal with decisions on whether to select several brands, vertical or line extensions (Keller & Lehman, 2006). However, it is difficult to ensure that all brands fit in the team.

According to Aaker and Joachimsthaler (2000), the house of brands as well as the branded house is the two boundaries of brand architecture. A branded house applies a single master brand (corporate brand) that spans a set of offerings. Sub brands are linked to a master brand and to give relations of the master brand. When companies operate in more frameworks, the master brand establishes leverage and is likely to be selected by consumers. The house of brands involves a set of independent stand-alone brands.

The brand of a product is in between the company and the consumer. In this instance, customers perceive little relationship between the firm and the product brands. As a result, it allows companies to position their brands more evidently on the practical benefits and on the dominate niche segments. Thus, the two ways of organizing the brand architecture are associated by both the pros and the cons. It is therefore important to know how to build a strong business brand image through enhancing the brand image. The 'holistic corporate brand' fits most closely to the branded house, which is both a consumer as corporate brand (Muzellec & Lambkin, 2009). Muzellec and Lambkin (2009) found that these brands need a certain degree of consistency

between the brand image of the product itself and the brand image and identity of the corporate brand. Successful corporate brands achieve high levels of coherence and consistency when brand image is similarly perceived by stakeholders.

2.3.5 Rebranding

Rebranding has been sometimes depicted as the revitalizing, restoring or repositioning of a brand and in a few circumstances as indeed having a brand being completely renewed. Muzellec et al. (2003) advertised their paper as the to begin with exertion to explore the promoting things of significance to the rebranding event. They depicted rebranding as the handle of building an unused and a title minister of a recognized position in the intellect structure of partakers and a particular personality from the competitors. So for the most part, rebranding characterizes changing or overhauling the picture of the brand in the minds of the different partners concerned. According to Donnelly and Linton (2009), the rebranding process may entail bringing variations to the whole physic image of the brand (like the logo, symbols, name) or it can comprise more structural aspects like the marketing behind the brand, advertising or simply a change of policy. Also considered by Schroeder et al. (2006) are the scopes of rebranding. According to them, there are two scopes worth bearing in mind when dealing with the rebranding procedure: evolutionary and revolutionary rebranding. Evolutionary rebranding is deliberated to be that form of rebranding procedure that is so small or occurs in such a steady way (with the product brand or company) that it looks like a natural evolution of things from an outside perspective.

2.3.6 Performance of Large Scale Manufacturers

An organizations best performance measurement tool is the balanced scorecard. This is because the measure includes both financial and non-financial parameters. A

superior brand is concerned with building as well as maintaining strong views in the minds of consumers. The process takes a lot of time and resources to establish and to keep. To establish and to grow a business brand profitably, the executive team has to follow and to measure the capability of the recent business brand as well as the whole brand portfolio (Aaker, 2004).

A business branding strategy generates simplicity since it stands above the brand portfolio as the crucial identifier of the large scale producer. A corporate brand can often help the company as well as the executive to concentrate on the core values and vision. In the modern world, business brands have turn out to be very strong drivers of the corporations' financial value (Kotler & Pfoertsch, 2006). Corporate brands have also become important assets on the balance sheet of the large scale manufacturers with market values being away from book value.

2.4 Empirical Review

The number of researchers dealt with the subject of corporate governance on internationalization includes; Wesley (2014) established effects of Corporate Brand Management Knowledge, Practices & Market Orientation on Small and Medium Enterprises Brand Performance in Business to Business markets. To collect data, an online questionnaire was used. Data on how the activities of a corporate brand influence the brand was also used. The growers indicated to possess knowledge on the four different dimensions regarding to business brand management. The four knowledge-dimensions cover the activities of the firms that affect the Brand Architecture, the brand portfolio, corporate brand and the brand image associations. A study by Woon (2010) examining a retail brand in Hong Kong retail which had undergone through there branding strategy in 2007 conducted through collecting

information from the existing consumers of the brand and using the street intercept survey and five hundred and fifty-eight legitimate cases found an unconstructive relationship between customers' perceived loyalty of the customers towards the original brand and their feelings towards the process of rebranding the same brand.

Masume (2011) established the success of the corporate branding plan in the multi-business firms. Assessing the three elements (the reliance of the multiple stakeholders, financial value as well as strategic position) and combining them into a plan enable the CEOs to comprehend whether their business branding plan is successful. Shihachi (2012) determined the corporate branding strategy and performance of Safaricom limited. This research used a case study design. The study found that corporate branding strategy assist in enhancing the performance of an organization through building the product and the company awareness. Additionally, the corporate branding strategy helps in enhancing sales, performance and customer satisfaction and seeks to produce a unique position and identity for both the product and the services and makes sure that both the product and the company creates value beyond that of their competitors (Shihachi, 2012).

Owino (2012) conducted a study to elaborate corporate brand promise as the foundation for establishing competitive advantage in the Kenyan banking industry. From his findings, the research established from most of the respondents that the effective implemented corporate brand actually do assist in building competitive advantage in the banking industry for better for performance to be effective in a very great extent.

Kilonzo (2012) did a study on the competitive advantage and the brand positioning strategies of the five star hotels in Nairobi. From the findings, it was observed that the

application of different brand positioning plans was above the average with problem/solution positioning and quality positioning being the most applied strategies. Momanyi (2013) established the relationship that exists between the customer loyalty and the branding strategies among commercial banks in Kenya. Gikonyo (2013) established the impact of strategic business re-branding on the consumer satisfaction among the mobile service suppliers in Kenya. The research found that the rebranding strategy was very essential in relation to the consumers' level of satisfaction with the service provider and that the service brand name is a very significant element of the brand as well as a main information source to the consumers, since the service aspects are hard to communicate through the other means.

2.5 Summary of Literature Review

The studies covered in the empirical literature review mainly focused on how a strong corporate branding strategy has important impact in coming up with positive customer perceptions for the existing goods as well as the new product extensions. Other studies claim that corporate brand assists marketing through bringing the ability to use the culture and the vision of the corporation clearly as part of its distinctive selling offers as part of its unique organizational value proposition. Even though previous studies have shown the significance of corporate branding strategy on the performance of the companies, very few attempts have been made to address corporate branding strategy in the manufacturing sector. Most of the reviewed studies have also been conducted in developed countries whose financial footing and approach to branding strategy is different from that of Kenya. Hence, the present research tries to fill this gap through focusing on the influence of corporate branding strategy on performance of large scale manufacturers.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

The literature on this chapter presents the methodology that the research was adopted in the operationalization of the study and achievement of the study objectives. This section contains the research design, target population, procedures for collecting the data as well as an analysis for the final data.

3.2 Research Design

The research utilized a descriptive survey research design. The design is fitting since it includes depiction of occasions in a carefully arranged way (Joppe, 2009). This approach is appropriate for this study, since the study extreme to gather comprehensive data through depictions which was supportive for distinguishing factors. This research design also portrays the characteristics of a population fully (Rousson, Gasser & Seifer, 2012). The research design was mixed method approach with the aim of establishing the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi.

3.3 Study Population

According to Pole and Lampard (2009), population is classified as all the individuals of a given group to which the examination is related, while the open population is looked at in terms of those components in the target population inside the reach of the study. The target population is categorized as all the individuals of a specific group to which the study is related, while the reachable population is seen in terms of the components in the target population in the reach of the inquire about. Based on the suggestions by Flick (2015) in portraying the analysis unit for a research, the target

population for this research was 455 large scale manufacturing companies in Nairobi according to Kenya Association of Manufacturers (KAM) Directory (2016) (Appendix III).

3.4 Sample selection

Sampling refers to a deliberate choice of a number of persons who are to give the information from which a research drew its conclusions on some larger group whom these individuals represent (Onabanjo, 2010). On the other hand, a sample size refers to a subset of the population that is considered to be the representatives of the whole population. From the target population of 455, a sample population of 208 was arrived at from using 95% confidence level and an error of 0.05 using the below formula taken from Kothari (2004).

$$n = \frac{z^2 \cdot N \cdot \hat{p}^2}{(N - 1)e^2 + z^2 \hat{p}^2}$$

Where; n = the size of the sample,

N = the size of the population and it is given as 455,

e = the acceptable error and it is given as 0.05,

\hat{p} = the standard deviation of the population and it is given as 0.5 where not known,

Z = Standard variance at a confidence level given as 1.96 at 95% confidence level.

Table 3. 1: Sampling Frame

Sector	Number	Ratio	Sample
Building, Construction and Mining	6	0.46	3
Food, Beverages and Tobacco	100	0.46	46
Allied and chemical	62	0.46	28
Electronics, electrical and energy	42	0.46	19
Rubber and plastics	54	0.46	25
Textile and Apparels and textile	38	0.46	17
Furniture wood products and timber	22	0.46	10
Medical Equipment and pharmaceutical	20	0.46	9
Allied metal	38	0.46	17
Footwear and leather products	8	0.46	4
Paper and Paperboard	48	0.46	22
Total	455		208

Source: Kenya Association of Manufacturers (KAM) Directory. June, 2016

3.5 Data Collection

The researcher utilized a questionnaire as an instrument for collecting primary data. Agreeing to Babbie (2010), this is appropriate instrument since it gets people's view, sentiments, values and convictions. The questionnaire was isolated into two parts whereby part A represented the demographic section and portion B represented the diverse factors embraced for the research specifically; brand situating, brand personality, brand identity, brand design and rebranding. Every part of the chosen research included closed ended and open ended questions. The formulated questionnaires were administered through the use of the drop and pick method to the different operations managers in every sector of the large scale manufacturing

companies. On the other hand, secondary data was collected from the institutional websites, libraries, brochures, newspapers and various research related organizations. Therefore, the total of the sample size was 208 respondents composing senior marketing managers from each of the 11 sector of large scale manufacturing firms in Kenya.

3.6 Data Analysis

The collected data was evaluated and evaluation made to select the most precise and quality information from the response presented by different respondents. Data analysis involved assessing as well as evaluating the online questionnaires as well as the other sources of both secondary and primary data. Descriptive statistics analysis was used to evaluate the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi. The quantitative data was coded so as to allow the responses given to be grouped into different categories. The analyzed data was then interpreted in terms of the standard deviation and averages using the SPSS (version 24.0). This study also conducted a correlation study to establish the connection between the variables in the research. Tables and other graphical presentations like bar charts, histogram, and grouped frequency distributions as well as pie charts where suitable were applied to present the research findings for the easiness of understanding.

Additionally, a multiple regression analysis was applied so as to establish the relations between the independent variable and dependent variables. The research also used multiple regressions analysis to verify the impact of corporate branding strategy on performance of large scale manufacturers in Nairobi. The regression model assumed the following equation;

$$Y = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon$$

Where:-

Y= performance of large scale manufacturers

β_0 =constant

X_1 = Brand Positioning

X_2 = Brand Identity

X_3 = Brand Personality

X_4 = Brand Architecture

X_5 = Rebranding; ε =Error Term

CHAPTER FOUR

DATA ANALYSIS, INTERPRETATION, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter presents the analysis of the data collected concerning the subject under study, its presentation (in tables containing the means, standard deviation, frequencies and percentages) and its interpretation which was given in prose. It also gives the discussion of the findings.

4.2 Response Rate

The researcher administered 208 questionnaires. The researcher was only able to get back 168 questionnaires. This gave a response rate of 80.77 which is above 50% and is considered significant response rate for statistical analysis as prescribed by Babbie (2010).

Table 4. 1: Response Rate

	Number of Respondents	Percent
Response	168	80.77
Non- Response	40	19.23
Total	208	100

4.3 Reliability Analysis

Reliability analysis was subsequently done using Cronbach's Alpha in which Babbie (2010) established the Alpha value threshold at 0.7, thus forming the study's benchmark.

Table 4. 2: Reliability Analysis

	Cronbach's Alpha	Decision
Brand positioning	.701	Reliable
Brand identity	.817	Reliable
Brand personality	.723	Reliable
Brand architecture	.756	Reliable

From the findings in table 4.2, the brand identity was the most dependable with an alpha value of 0.817 followed by brand positioning with 0.701. This outlines that all the four factors were reliable as their reliability values surpassed the endorsed limit of 0.7 (Babbie, 2010). This, subsequently, portrays that the research instrument was dependable and hence required no amendments.

4.4 Background Information

The general information about respondents which included gender, highest academic qualification as well as period worked in the organisation was collected by asking them to respond to questions related to the same. The findings were then presented in subsequent sub-sections.

4.4.1 Highest Academic Qualification

The respondents in this study were requested to indicate their highest academic qualification. The findings were presented in the table 4.3.

Table 4. 3: Level of Education

Education level	Frequency	Percent
Certificate	16	9.6
Diploma	31	18.3
Bachelor's Degree	116	69.2
Postgraduate	5	2.9
Total	168	100

Majority of the respondents showed that their highest academic qualification was bachelor's degree as shown by 69.2%, 18.3% indicated diploma, 9.6% indicated certificate while postgraduates were 2.9%. This implies that information was gotten from learned respondents.

4.4.3 Period Worked in the Organisation

The researcher also asked the respondents to indicate the period in which they had worked in organization. The results are as shown in the table 4.4.

Table 4. 4: Working Experience

	Frequency	Percent
1- 5 years	37	22.1
6- 10 years	66	39.4
11- 15 years	65	38.5
Total	168	100

From the results, 39.4% of the respondents indicated that the period in which they had worked in organization was between 6 and 10 years and 38.5% indicated a period of between 11 and 15 years while 22.1% indicated a period of 1 to 5 years. This implies that majority had been in the organisation for long enough to articulate the subject under study and give the required information.

4.5 Corporate Branding Strategy

Under this section, the study focused on brand positioning, brand identity, Brand Personality, Brand Architecture, Rebranding and performance of large scale manufacturers.

4.5.1 Brand Positioning

The respondents were requested using a likert scale 1, 2, 3, 4 and 5 to indicate the extent to which the brand positioning's influence performance of large scale

manufacturers in Nairobi. Their responses were as shown in table 4.5. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4.5: Extent to which Brand Positioning Influence Performance

	Frequency	Percent
No extent at all	5	3
Little extent	12	7.1
Moderate extent	69	41.1
Great extent	72	42.9
Very great extent	10	6
Total	168	100

As per the results the respondents indicated that brand positioning influences performance of large scale manufacturers in Nairobi in great extent as shown by 42.9%, in a moderate extent as shown by 41.1% and in a little extent as shown by 7.1%. Further the respondents indicated that brand positioning influences performance of large scale manufacturers in Nairobi in very great extent as illustrated by 6% while 3% indicates that Brand Positioning influences performance of large scale manufacturers in Nairobi at no extent at all. This shows that that brand positioning influences performance of large scale manufacturers in Nairobi in great extent.

The respondents were also requested using a likert scale 1, 2, 3, 4 and 5 to indicate the extent to which various aspects of brand positioning influence on performance of large scale manufacturers in Nairobi. Their responses were as shown in table 4.6. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 6: Extent of Influence of Various Aspects of Brand Positioning

	Mean	Std. Dev.
Benefit-driven positioning	4.048	0.733
Rivalry-based positioning	4.071	0.747
Quality positioning	3.635	0.554
Problem/solution positioning	2.982	0.770
Aspiration positioning	3.148	0.734
Relational positioning	4.062	0.717
Warm and fuzzy positioning	2.335	0.514
Value positioning	4.111	0.647

As indicated in table 4.6, the respondents indicated that value positioning as expressed by a mean of 4.111, benefit-driven positioning as expressed by a mean of 4.048, rivalry-based positioning as expressed by a mean of 4.071, relational positioning as expressed by a mean of 4.062 and quality positioning as expressed by a mean of 3.635 influence performance of large scale manufacturers in Nairobi to a great extent.

The respondents also indicated that aspiration positioning as expressed by a mean of 3.148 and problem/solution positioning as expressed by a mean of 2.982 influence performance of large scale manufacturers in Nairobi to a moderate extent while warm and fuzzy positioning as expressed by a mean of 2.335 influence performance of large scale manufacturers in Nairobi to a little extent. This implies that value positioning, benefit-driven positioning, rivalry-based positioning, relational positioning and quality positioning have great influence on performance of large scale manufacturers in Nairobi.

4.5.2 Brand Identity

The respondents were asked using a likert scale 1, 2, 3, 4 and 5 to indicate the extent to which brand identity influences performance of large scale manufacturers in

Nairobi. Their responses were as shown in table 4.7. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 7: Extent of Influence of Brand Identity

	Frequency	Percent
No extent at all	13	7.7
Little extent	14	8.3
Moderate extent	57	33.9
Great extent	76	45.2
Very great extent	8	4.8
Total	168	100

The findings indicate that brand identity influences performance of large scale manufacturers in Nairobi to a great extent as shown by 45.2%, in a moderate extent as illustrated by 33.9%, in a little extent as shown by 8.3%, in a very great extent as illustrated by 4.8% while 7.7% indicated that brand identity influences performance of large scale manufacturers in Nairobi in no extent at all. This reveals that brand identity influences performance of large scale manufacturers in Nairobi to a great extent.

Using a likert scale 1, 2, 3, 4 and 5, the respondents were asked to indicate the extent to which brand identity influences performance of large scale manufacturers in Nairobi. Their responses were as shown in table 4.8. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 8: Agreement with Statements on Effects of Brand Identity

	Mean	Std Dev.
Brand name	4.077	0.599
Image	3.941	0.635
Logo	2.000	0.812
Brand trust	3.357	0.572

As per the results in table 4.8, the respondents indicated that brand name as illustrated by a mean score of 4.077 and image as depicted by a mean score of 3.941 influences performance of large scale manufacturers in Nairobi to a great extent.

Further the respondents indicated brand trust as shown by a mean 3.357 influences performance of large scale manufacturers in Nairobi to a moderate extent while logo as illustrated by a an average of 2.000 influences performance of large scale manufacturers in Nairobi to a little extent. This implies that brand name and image influence performance of large scale manufacturers in Nairobi to a great extent while brand trust affect performance of large scale manufacturers in Nairobi moderately.

4.5.3 Brand Personality

Using a likert scale 1, 2, 3, 4 and 5, the respondents were asked to indicate the extent to which various brand identity influence on performance of large scale manufacturers in Nairobi. Their responses were as shown in table 4.9. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 9: Extent of Brand Personality Influence

	Frequency	Percent
No extent at all	7	4.2
Little extent	6	3.6
Moderate extent	71	42.3
Great extent	78	46.4
Very great extent	6	3.6
Total	168	100

The results indicates that brand personality influences performance of large scale manufacturers in Nairobi to a great extent as shown by 46.4%, in a moderate extent as illustrated by 42.3%, in a little extent as shown by 3.6 % and in a very great extent as illustrated by 3.6% while 4.2% indicated that Brand Personality influences performance of large scale manufacturers in Nairobi in no extent at all. This indicates that brand personality influences performance of large scale manufacturers in Nairobi to a great extent.

The respondents were asked to indicate to which various aspects of brand identity influence on performance of large scale manufacturers in Nairobi using a likert scale 1, 2, 3, 4 and 5. Their responses were as shown in table 4.10. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 10: Extent of Influence of Various Aspects of Brand Personality

	Mean	Std. Dev.
Excitement	1.935	0.834
Competence	3.863	0.826
Sophistication	3.958	0.613
Ruggedness	4.012	0.709

From the findings the respondents concurred that roughness as appeared by a mean score of 4.012, that Modernity as appeared by a mean score of 3.958 and competence as appeared by a mean score of 3.863 impact performance of large scale manufacturers in Nairobi to a great extent while excitement as appeared by a mean score of 1.935 impact on performance of large scale manufacturers in Nairobi to a little extent. This reveals that ruggedness, competence and sophistication in a great extent influence performance of large scale manufacturers in Nairobi while excitement lightly influence on performance of large scale manufacturers in Nairobi.

4.5.4 Brand Architecture

The respondents were also asked to indicate extent to which brand architecture influence performance of large scale manufacturers in Nairobi using a likert scale 1, 2, 3, 4 and 5. Their responses were as shown in table 4.11. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 11: Extent of Brand Architecture

	Frequency	Percent
Little extent	36	21.4
Moderate extent	43	25.6
Great extent	66	39.3
Very great extent	23	13.7
Total	168	100

The findings appear that the respondents demonstrated that brand design impact performance of large scale manufacturers in Nairobi to a great extent by 39.3%, in a moderate extent by 25.6 %, in a little extent by 21.4% and in an exceptionally great extent by 13.7%. This appears that brand design impact performance of large scale manufacturers in Nairobi to a great extent. Using a likert scale 1, 2, 3, 4 and 5, the respondents were requested to indicate the extent to which various aspects of brand architecture influence on performance of large scale manufacturers in Nairobi. Their responses were as presented in table 4.12. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4.12: Extent of Influence of Aspects of Brand Architecture

	Mean	Std. Dev.
Market fragmentation	4.066	0.735
Channel dynamics	3.738	0.592
Changing business environments	3.482	0.997

From the findings the respondents indicated that market fragmentation as shown by mean of 4.066 and channel dynamics as shown by an average of 3.786 greatly influence performance of large scale manufacturers in Nairobi. However the respondents indicated that changing business environments as shown by an average of 3.482 moderately influence performance of large scale manufacturers in Nairobi. This implies that channel dynamics and market fragmentation influence performance of large scale manufacturers in Nairobi greatly.

4.5.5 Rebranding

The respondents were further requested to use a likert scale 1, 2, 3, 4 and 5 and indicate the extent to which the rebranding influences performance of large scale manufacturers in Nairobi. Their responses were as shown in table 4.13. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 13: Extent to which Rebranding Influence Performance

	Frequency	Percent
No extent at all	5	3
Little extent	12	7.1
Moderate extent	69	41.1
Great extent	72	42.9
Very great extent	10	6
Total	168	100

From results the respondents indicated that rebranding influences performance of large scale manufacturers in Nairobi in great extent as shown by 42.9%, in a moderate extent as shown by 41.1% and in a little extent as shown by 7.1%. Further the respondents indicated that rebranding influences performance of large scale manufacturers in Nairobi in very great extent as illustrated by 6% while 3% indicates that rebranding influences performance of large scale manufacturers in Nairobi at no

extent at all. This shows that rebranding influences performance of large scale manufacturers in Nairobi in great extent.

The respondents were also asked using a likert scale 1, 2, 3, 4 and 5 to indicate the extent to which various aspects of rebranding influence on performance of large scale manufacturers in Nairobi. Their responses were as shown in table 4.14. (Where: 1 is no extent, 2 is low extent, 3 is moderate extent, 4 is great extent and 5 is very great extent).

Table 4. 14: Extent of Influence of Various Aspects of Rebranding

	Mean	Std. Dev.
Change of Logo	4.048	0.733
Product Specification change	2.982	0.770
Slogan change	4.062	0.717

The findings in table 4.14, shows that the respondents indicated that change of logo as expressed by a mean of 4.048 and slogan change as expressed by a mean of 4.062 influence performance of large scale manufacturers in Nairobi to a great extent. The respondents also indicated that product specification change as expressed by a mean of 2.982 influence performance of large scale manufacturers in Nairobi to a moderate extent.

4.5.6 Performance of Large Scale Manufacturers

The respondents were requested to indicate the trend of various aspects of performance in their organization for the last five years. Their responses were as shown in table 4.15.

Table 4. 15: Trend of Aspects of Performance of Large Scale Manufacturers

	Mean	Std Dev.
Customer satisfaction	4.274	0.589
Market share	3.841	0.735
Profitability	2.060	0.912
Sales turnover	3.457	0.772

As per the findings, the respondents indicated that customer satisfaction (Mean=4.274) and market share (Mean=3.841) had improved for the last five years. The respondents also indicated that sales turnover (Mean=3.457) had been constant while profitability (Mean=2.060) had been decreasing over the last 5 years. This shows that customer satisfaction and market share have improved while sales turnover has been constant over the last five years. Profitability had been decreasing as per the likert scale.

4.6 Correlation Analysis

Pearson correlation coefficient was used to determine the strength and the direction of the relationship between the dependent variable and the independent variable. The analysis using Pearson's product moment correlation was based on the assumption that the data is normally distributed and also because the variables are continuous.

Table 4. 16: Correlation Matrix

		Performance of large scale manufacturers	Brand Positioning	Brand Identity	Brand Personality	Brand Architecture	Rebranding
Performance of large scale manufacturers	Pearson Correlation	1					
	Sig. (2-tailed)	.					
Brand Positioning	Pearson Correlation	.701	1				
	Sig. (2-tailed)	.023	.				
Brand Identity	Pearson Correlation	.788	.513	1			
	Sig. (2-tailed)	.027	.026	.			
Brand Personality	Pearson Correlation	.618	.423	.327	1		
	Sig. (2-tailed)	.028	.012	.018	.		
Brand Architecture	Pearson Correlation	.634	.533	.520	.431	1	
	Sig. (2-tailed)	.042	.009	.002	.014	.	
Rebranding	Pearson Correlation	.566	.533	.420	.321	.011	1
	Sig. (2-tailed)	.037	.009	.002	.014	.012	-

The study computed into single variables per factor by obtaining the averages of brand positioning, brand identity, brand personality, brand architecture and rebranding. Pearson's correlations analysis was then conducted at 95% confidence interval and 5% confidence level 2-tailed. The table above indicates the correlation matrix between the factors (brand positioning, brand identity, brand personality, brand architecture and rebranding) and performance of large scale manufacturers in Nairobi.

As per the table 4.16, there is a positive relationship between performance of large scale manufacturers in Nairobi and brand positioning as shown by coefficient of 0.701, a positive relationship between performance of large scale manufacturers in Nairobi and brand identity as shown by coefficient of 0.788, a positive relationship between performance of large scale manufacturers in Nairobi and brand personality as expressed by coefficient of 0.618, a positive relationship between performance of

large scale manufacturers in Nairobi and brand architecture as illustrated by a coefficient of 0.634 and a positive relationship between performance of large scale manufacturers in Nairobi and rebranding as shown by of magnitude 0.566. This shows all variable were significant in determining their influence on performance of large scale manufacturers in Nairobi.

4.7 Regression Results

Regression analysis shows how dependent variable is influenced by independent variables. The study sought to establish the influence of corporate branding strategy on performance of large scale manufacturers in Nairobi.

Table 4. 17: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.824	0.680	0.672	0.206

Table 4.17 is a model fit which establish how fit the model equation fits the data. The adjusted R^2 was used to establish the predictive power of the study model and it was found to be 0.672 implying that 67.2% of the variations in performance of large scale manufacturers in Nairobi are explained by brand positioning, brand identity, brand personality and brand architecture.

Table 4. 18: ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	14.897	4	3.724	86.499	0.000
	Residual	7.018	163	0.043		
	Total	21.915	167			

The probability value of 0.000 indicates that the regression relationship was highly significant in predicting how brand positioning, brand identity, brand personality and brand architecture influenced performance of large scale manufacturers in Nairobi.

The F calculated at 5 percent level of significance was 86.499 since F calculated is greater than the F critical (value = 2.3719), this shows that the overall model was significant.

Table 4. 19: Coefficients of Determination

	Unstandardized		Standardized	t	Sig.
	Coefficients		Coefficients		
	B	Std. Error	Beta		
(Constant)	0.968	0.42		2.305	.026
Brand Positioning	0.711	0.293	0.706	2.427	.020
Brand Identity	0.816	0.144	0.801	5.667	.000
Brand Personality	0.638	0.239	0.602	2.669	.011
Brand Architecture	0.676	0.278	0.621	2.432	.019
Rebranding	0.586	0.216	0.572	2.713	.009

The established model for the study was:

$$Y = 0.968 + 0.706X_1 + 0.801X_2 + 0.602X_3 + 0.621X_4 + 0.572X_5$$

The regression equation has established that taking all factors into account (brand positioning, brand character, brand identity and brand design) consistent at zero, the performance of large scale manufacturers in Nairobi was 0.968. The findings revealed that taking all other independent variables at zero, a unit increment in brand positioning would lead to a 0.706 increments on the performance of large scale manufacturers in Nairobi. The variable was significant since $0.020 < 0.05$. The study moreover found that a unit increment in brand personality would lead to a 0.801 increment in the performance of large scale manufacturers in Nairobi. The variable was significant since $0.000 < 0.05$. Further the study found that a unit increase in brand personality would lead to a 0.602 increase on the performance of large scale manufacturers in Nairobi. The variable was significant since $0.011 < 0.05$. Further, the

findings shows that a unit increases in the brand architecture would lead to a 0.621 increase on the performance of large scale manufacturers in Nairobi. The variable was significant since $0.019 < 0.05$.

The study further found that a unit increase in rebranding would lead to a 0.572 increase the performance of large scale manufacturers in Nairobi. The variable was significant since $0.009 < 0.05$. Overall, project brand identity had the greatest effect on the performance of large scale manufacturers in Nairobi, followed by brand positioning, then brand architecture then brand personality while rebranding had the least effect on the performance of large scale manufacturers in Nairobi. All the variables were significant ($p < 0.05$).

4.7 Discussion of the Findings

4.7.1 Brand Positioning

The study found that that brand positioning influences performance of large scale manufacturers in Nairobi in great extent. The study revealed that value positioning, benefit-driven positioning, rivalry-based positioning, relational positioning as well as quality positioning influence performance of large scale manufacturers in Nairobi to a great extent. This agrees with Kotler (2003) who argue that brand positioning involves inventing the image and the offer for a company so as to ensure that it occupies a different and valued position in the mind of the customer.

The study also found that aspiration positioning and problem/solution positioning influence performance of large scale manufacturers in Nairobi to a moderate extent while warm and fuzzy positioning influence performance of large scale manufacturers in Nairobi to a little extent. This disagreed with Kapferer (2008) who views brand positioning as targeting a specific market segment by presenting an image which is

aimed at a particular segment. These findings concur with customer-based brand equity (CBBE) theory which claims brand is identical to intangible asset in an organization, in that a superior brand could influence the premium price consumption behavior, consumer loyalty and increased sound image as well as competitive advantage.

4.7.2 Brand Identity

The study revealed that brand identity influences performance of large scale manufacturers in Nairobi to a great extent. The study further indicated that brand name and image influences performance of large scale manufacturers in Nairobi to a great extent. This correlates with Urde (2003) who noted that the identity of a brand is created as a continual and on-going interface between the customers and the organization's identities. The core values summarize the brand's identity.

Further the study indicated brand trust influences performance of large scale manufacturers in Nairobi to a moderate extent while logo influences performance of large scale manufacturers in Nairobi to a little extent. These are contrary to Balmer (2001) who argue that strong connection to a product implies that whenever the consumer requires a certain product the first thing that comes to mind is the brand name. These findings are in line with Heider's Balance Theory which claims that information held in the memory of the customer is prearranged in a pecking order with solid views being linked to the more theoretical thoughts in an order that progresses from means (product features), to psychological as well as social consequences, and lastly to ends (fulfillment of personal values)

4.7.3 Brand Personality

The study found that brand personality influences performance of large scale manufacturers in Nairobi to a great extent. This is in line with Keller (2003) who disputes that brand personality are not very vital for B2B brands as compared to the customer brands.

The study further found that ruggedness, that sophistication and competence influence performance of large scale manufacturers in Nairobi to a great extent while excitement influence on performance of large scale manufacturers in Nairobi to a little extent. This disagrees with Chernatony and McDonald (1998) who argue that consumers like to associate themselves with the brands that represent certain human features that match their own. These findings conform to Social Judgment Theory which notes that changes will be accepted by consumers as long as the changes are slight enough so that the new logo design falls within the consumers' latitude of acceptance.

4.7.4 Brand Architecture

The study found that brand architecture influence performance of large scale manufacturers in Nairobi to a great extent. This conforms to Hatch and Schoultz (2008) who noted that brand architecture is a term that can be used as a synonym for branding strategy that explains the manner in which various brands owned by a firm relate to each other. The study further found that market fragmentation and channel dynamics greatly influence performance of large scale manufacturers in Nairobi.

The study also revealed that changing business environments moderately influence performance of large scale manufacturers in Nairobi. This is contrary to Muzellec and Lambkin (2009) who found that these brands need a certain degree of consistency

between the brand image of the product itself and the brand image and identity of the corporate brand. These findings agree with Social Judgment Hypothesis which recommends that the point of view that individuals absorb modern information about attitude objects in light of what they already know or feel; the initial attitude acts as an outline of reference and unused information is categorized in terms of this standard.

4.7.5 Rebranding

This study showed that rebranding influences performance of large scale manufacturers in Nairobi in great extent. The study found that change of logo and slogan change influence performance of large scale manufacturers in Nairobi to a great extent. These findings are similar to Donnelly and Linton (2009) who argue that rebranding process may entail bringing variations to the whole physic image of the brand (like the logo, symbols, name) or it can comprise more structural aspects like the marketing behind the brand, advertising or simply a change of policy.

The study also indicated that product specification change influence performance of large scale manufacturers in Nairobi to a moderate extent. These correlate with Heider's Balance Theory which argue that in order to build a strong brand strategy, a manufacturing company has must shape how customers think and feel about their product.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter provides summary of the data findings, discussion of the data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn are focused on addressing the objective of the study.

5.2 Summary of the Findings

It was clear that brand positioning have a great influence on performance of large scale manufacturers in Nairobi. This was attributed to great influence image, value positioning and benefit-driven positioning on performance of large scale manufacturers. It was also attributed to the great influence on performance by rivalry-based positioning, relational positioning as well as quality positioning. Further it was established that aspiration positioning and problem/solution positioning also contributed to the influence of brand positioning influence on performance of large scale manufacturers in Nairobi.

It was also revealed that performance of large scale manufacturers in Nairobi was greatly influenced by brand identity. The aspects of brand identity that were found to greatly influence performance of large scale manufacturers were image and brand name but brand trust had a moderate influence on performance. The company logo however was found to have little influence on performance of large scale manufacturers.

The performance of large scale manufacturers in Nairobi was revealed to be greatly influenced by brand personality. This entails a great influence on performance by brand personality aspects which are manufactures sophistication, competence and ruggedness.

It was established that brand architecture have a great influence on the performance of large scale manufacturers in Nairobi brought by brand architecture. This was attributed to the facts that channel dynamics, market fragmentation and changing business environments greatly influence on performance of large scale manufacturers in Nairobi.

Finally the study made it clear that rebranding as one of the corporate branding strategy, greatly influences performance of large scale manufacturers in Nairobi. In this case if the logo is changed and the product for firm is specified, there will be a great influence on the performance of large scale manufacturers. Also this great influence can be attributed to a change in slogan.

5.3 Conclusions

The study concludes that brand positioning greatly and significantly influences performance of large scale manufacturers in Nairobi. This influence was contributed by value positioning, benefit-driven positioning as well as quality positioning which were found to influence performance of large scale manufacturers in Nairobi greatly.

The study also concludes that brand identity significantly and greatly influences performance of large scale manufacturers in Nairobi. This was as a result of a great influence brought by brand name and image on performance of large scale manufacturers. The logo was also found to bring a little influence on performance of large scale manufacturers in Nairobi.

The study further concludes that brand personality positively and significantly influences performance of large scale manufacturers in Nairobi. This was evidenced by ruggedness and competence great influence on performance of large scale manufacturers in Nairobi. Nevertheless excitement was found to contribute a little influence on performance of large scale manufacturers in Nairobi.

The study again concludes that brand architecture positively and greatly influences performance of large scale manufacturers in Nairobi. This was as result of great influence brought by market fragmentation and channel dynamics on performance of large scale manufacturers in Nairobi.

Finally, the study concludes that rebranding as one of the branding strategies positively and significantly influences performance of large scale manufacturers in Nairobi. Changing of logo and slogan were among the things found to contribute to rebranding influence on performance of large scale manufacturers.

5.4 Recommendations

It was clear that brand name greatly influences performance of large scale manufacturers in Nairobi. Therefore the study recommends that there is need for the large scale companies to ensure that their brand name is well established. The management should also make sure that the company's logo and image are well established. This can be done by ensuring that their products meet the best quality, affordable price and ensure continued innovations. Moreover, the company should give customers trust on their brand so that the customers can make sound decisions and overcome barriers such as the functional, and the physical barriers.

The study revealed that rebranding greatly influences performance of large scale manufacturers in Nairobi. Therefore the study recommends that there's need for

organization to adopt corporate branding strategy as it was revealed that corporate branding technique makes a difference clients to recognize themselves with the organization, offer assistance the companies to advertise itself, offer assistance the clients to effortlessly recognize distinctive companies from their competitors, it offer assistance the company management to actualize long term dreams and it improves the picture of the organization and brings out the organization positions in the industry. There is need for the organization to adopt corporate branding strategy as it was found that corporate branding strategy help in achieving the overall organization objective, through corporate its able to place itself strategically with the market , enhance efficiency and effectiveness of the organization through attaining a competitive advantage over its competitors thereby results into obtained organization goal and the more the company or product is know the higher the sales and the higher the profits.

It was found that products specification had a great influence on the performance of large scale manufacturers in Nairobi. Therefore the study recommends that large scale companies in Kenya should be encouraged to look for better ways of strengthening their brands in order to enhance their performance. There were other branding strategies that were not tested including brand extension strategy, derived brand strategy and use of private label strategy. It will be important for companies to benchmark with other banks in other countries that are more advanced for best practices in branding and branding strategy mix.

Brand trust was found to influences performance of large scale manufacturers in Nairobi. Therefore the study recommends that the large scale companies to become even more performing there is need to change the product attribute and bringing out newer products with more uses so that the products can be more marketable. Such an

approach may involve repositioning of the products to beat the current competition in the dairy industry in Kenya.

The study established that brand positioning influences performance of large scale manufacturers in Nairobi. Therefore the study recommends that large scale companies should place measures to attract and retain good staffs to support and complete designed brand positioning strategies that will lead to competitive advantage. Large scale companies should incorporate research in their brand positioning strategies so as to gain, monitor and evaluate competitive advantage acquired from various strategies.

5.5 Areas for Further Research

The study focused on corporate branding strategy and performance of large scale manufacturers. For better generalization of study results another study should be carried to establish the influence of corporate branding strategy on small scale manufacturers.

The study also recommends that an in-depth study should be carried out on influence of corporate branding strategy on performance of large scale manufacturers in other towns in Kenya since this focused on Nairobi only.

REFERENCES

- Aaker, J. L. (2004). Dimensions of brand personality. *Journal of marketing research*, 34(3), 347-356.
- Achuora, J. O., Guyo, W., Arasa, R. & Odhiambo, R. (2015). *Effect of Green Supply Chain Management Practices on the Performance of Manufacturing Firms in Kenya*, Ph.D (SCM).Dissertation. Jomo Kenyatta University of Agriculture and Technology: Kenya.
- Alamro, M. & Rowley, R. (2010).The development of self-brand connections in children and adolescents. *Journal of Consumer Research*, 32(2), 119–129.
- Arnold, E. J. (1992). How brand community practices create value. *Journal of Marketing*, 73(2), 30–51.
- Carter, O. (1997). Profit allocation mechanisms for carrier collaboration in pickup and delivery service: *Computers & Industrial Engineering*, 3(3), 45-52.
- De chernatony, L. (2001). Brand Management through Narrowing the Gap between Brand Identity and Brand Reputation. *Journal of Marketing Management*, 15(4), 157-179.
- Dibbs, J. (1997). Brand Equity in the Business-to- Business Sector: An Exploratory Study. *Journal of Product and Brand Management*. 2(3), 4-16.
- Drummond, S. & Ensor, A. (2001). Assessment of performance of smallholder dairy farms in Kenya: an econometric approach. *Journal of Applied Biosciences*, 3(4), 88-113.
- Griffin, E. (2012). *A First Look at Communication Theory*. New York, NY: McGraw-Hill. p. 195.

- Gunasekaran, A., Patel, C. & Tirtiroglu, E. (2001). Performance measures and metrics in a supply chain environment: *International Journal of Operations & Production Management*, 21 (2), 71-87.
- Heider, F. (1958). *The psychology of interpersonal relations*. New York: Wiley.
- Im, H. & Workman, T. (2004). Computing core allocations in cooperative games with an application to cooperative procurement. *International Journal of Production Economic*, 128 (1), 310-321.
- Keller, K. (2001). Building Customer-Based Brand Equity: *A Blue Print for Creating Strong Brands*. 107(1), 3-38.
- Kibera, K. & Waruingi, N. (2008). *Brands and Branding*. The Economist in association with Profile Books.
- Knapp, D. E. (1999). *The brand mindset*. New York: McGraw Hill.
- Kotler, P. & Pfoertsch, W. (2006). *B2B Brand Management*. Berlin: Springer.
- Mann, D. & Kaur, S. (2013). Revenue premium as an outcome measure of brand equity. *Journal of Marketing*, 67(8), 1–17.
- Masterson, J. & Pickton, R. (2010). How is manifest branding strategy related to the intangible value of a corporation? *Journal of Marketing*, 68(3), 126–141.
- Matheka, J. D. (2016). *Factors Influencing Branding Strategy Among Commercial Banks In Kenya*. Unpublished Master of Science project, University of Nairobi.

- Munyoki, P. K. (2010). *Effectiveness of co-branding as a brand strategy in the credit card sector in Kenya*. Unpublished Master of Business Administration project, University of Nairobi.
- Mwirigi, F. M. (2011). Growing sound supply chain relationships among small firms: Lessons from Kenya. *Journal of Human Resource and Entrepreneurship Development*, 3(1), 63-88.
- Oakland, J. (1999). *Foundations of Behavioural Research*. New York: CBS Publishing Japan.
- Osler, M. (2003). *Brand Leadership*. London: Free Press.
- Parker, L. & Torres, F. (2007). A model for evaluating the degree of leanness of manufacturing firms, *Integrated Manufacturing Systems*, 13(2) 104 - 109.
- Pimentel, R. and Susan H. (2012). Changes in Logo Designs: Chasing the Elusive Butterfly Curve. *Working Paper*, 1-24.
- Republic of Kenya (2008), Ministry of Planning and National Development, the National Economic and Social Council and the Office of the President.
- Republic of Kenya. (2016). *Kenya Vision 2030: A Globally Competitive and Prosperous Kenya*. Nairobi.
- Richard, P., Devinney, T., Yip, G. & Johnson, G. (2009). *Measuring Organizational Performance as a Dependent Variable: Towards Methodological Best Practice*.
- Shihachi, F. (2012). *Corporate Branding Strategy .And Performance of Safaricom Limited*. Unpublished Master of Business Administration project, University of Nairobi.

- Solomon, M. (2011). Consumer Behavior. In *Buying, Having, and Being 9th Edition* (p. 262).
- Stankovic, A. & Djukic, U. (2006). Emerging Perspectives on Customer Relationships, Interactions and Loyalty in Irish Retail Financial Services. *Journal of Consumer Behaviour*, 5(2), 117-129.
- Tsai, R. (2004). An empirical study of lean production in the ceramic tile industry in Spain, *International Journal of Operations & Production Management*, 26(5), 505-631.
- Van Riel, B. & Bruggen, W. (2002). The effect of consumer-based brand equity on firms' financial performance. *The Journal of Consumer Marketing*, 20(4), 335 – 351.
- Venkatraman, U. & Ramanujam, I. (2001). A comparison of FMCG logistics operation in UK and South Africa, *European Business Review*, 25(4), 351-364.
- Zeithaml, J. & Bitner, I. (2002). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of marketing*, 57(3), 122-255.

APPENDICES

Appendix I: Introduction Letter

VINCENT MULAMA MUKABWA

P.O. Box 29140-00625

Nairobi.

Dear Sir/Madam,

RE: REQUEST FOR YOUR PARTICIPATION

I am a student pursuing a master of business administration (MBA) student at the University Of Nairobi. I am required to undertake a research thesis as partial fulfillment for the award of this higher degree. My research topic is INFLUENCE OF CORPORATE BRANDING STRATEGY ON PERFORMANCE OF LARGE SCALE MANUFACTURERS IN NAIROBI and kindly request for your assistance in making my research a success.

I humbly request that you spare a few minutes off your schedule to complete the attached questionnaire. The questions seek your opinions regarding your organization in relation to blue ocean strategies. There is no right or wrong answers; I just need your honest opinion. Your anonymity is assured and the information you provide will remain confidential.

Thank you for participating in this study. Your cooperation and contribution in this research is very much appreciated.

Yours faithfully,

Vincent Mulama Mukabwa

Appendix II: Research Questionnaire

This questionnaire is to collect data for purely academic purposes. The study seeks to determine the **INFLUENCE OF CORPORATE BRANDING STRATEGY ON PERFORMANCE OF LARGE SCALE MANUFACTURERS IN NAIROBI**. All information will be treated with strict confidence. Do not put any name or identification on this questionnaire.

Answer all questions as indicated by either filling in the blank or ticking the option that applies.

SECTION A: DEMOGRAPHIC INFORMATION

1) What is your highest academic qualification?

- | | | | |
|-------------------|-----|---------------|-----|
| Primary | [] | Secondary | [] |
| Certificate | [] | Diploma | [] |
| Bachelor's degree | [] | Post graduate | [] |

2) How many years have you worked in your organization?

- | | | | |
|--------------------|-----|-------------|-----|
| Less than 1 year | [] | 1-5 years | [] |
| 6-10 years | [] | 11-15 years | [] |
| More than 15 years | [] | | |

SECTION B: CORPORATE BRANDING STRATEGY

Brand Positioning

3) To what extent does brand positioning influence performance of large scale manufacturers in Nairobi?

- | | | | | | |
|-------------------|-----|---------------|-----|-----------|-----|
| Very great extent | [] | Great extent | [] | | |
| Moderate extent | [] | Little extent | [] | No extent | [] |

4) Please indicate the extent to which the following aspects of Brand Positioning influence performance of large scale manufacturers in Nairobi using a scale where:

5- Very Great Extent 4-Great Extent 3-Moderate Extent
 2-Low Extent 1- No Extent

Aspects of Brand Positioning	1	2	3	4	5
Benefit-driven positioning					
Rivalry-based positioning					
Quality positioning					
Problem/solution positioning					
Aspiration positioning					
Relational positioning					
Warm and fuzzy positioning					
Value positioning					

5) How do the above aspects of Brand Positioning influence performance of large scale manufacturers in Nairobi?

.....

Brand Identity

6) To what extent does brand identity influence performance of large scale Manufacturers in Nairobi?

Very great extent [] Great extent []
 Moderate extent [] Little extent [] No extent []

7) Please indicate the extent to which the following aspects of Brand Identity influence performance of large scale manufacturers in Nairobi using the scale where:

5- Very Great Extent 4-Great Extent 3-Moderate Extent
 2-Low Extent 1- No Extent

Aspects of Brand Identity	1	2	3	4	5
Brand name					
Image					
Logo					
Brand trust					

8) In what ways has Brand Identity influenced performance of large scale manufacturers in Nairobi?

.....

Brand Personality

9) To what extent does Brand Personality influence performance of large scale manufacturers in Nairobi?

Very great extent [] Great extent []
 Moderate extent [] Little extent [] No extent []

10) Please indicate the extent to which the following aspects of brand personality influence performance of large scale manufacturers in Nairobi using the scale where:

Where: 5- Very Great Extent 4-Great Extent 3-Moderate Extent
 2-Low Extent 1- No Extent

Aspects of Brand Personality	1	2	3	4	5

Excitement					
Competence					
Sophistication					
Ruggedness					

11) In what ways has brand personality influence performance of large scale manufacturers in Nairobi?

.....

Brand Architecture

12) To what extent does Brand Architecture influence performance of large scale manufacturers in Nairobi?

Very great extent [] Great extent []
 Moderate extent [] Little extent [] No extent []

13) Please indicate the extent to which the following aspects of Brand Architecture influence performance of large scale manufacturers in Nairobi using the scale where:

5- Very Great Extent 4-Great Extent 3-Moderate Extent
 2-Low Extent 1- No Extent

Brand Architecture	1	2	3	4	5
market fragmentation					
channel dynamics					
changing business environments					

14) In your opinion, how has Brand Architecture influence performance of large scale manufacturers in Nairobi?

.....

.....

Rebranding

15) To what extent does Rebranding influence performance of large scale manufacturers in Nairobi?

Very great extent [] Great extent []
 Moderate extent [] Little extent [] No extent []

16) Please indicate the extent to which the following aspects of Rebranding influence performance of large scale manufacturers in Nairobi using the scale where:

Where: 5- Very Great Extent 4-Great Extent 3-Moderate Extent
 2-Low Extent 1- No Extent

Aspects of Rebranding	1	2	3	4	5
Change of Logo					
Product Specification change					
Slogan change					

17) In what ways has Rebranding influence performance of large scale manufacturers in Nairobi?

.....

.....

Performance of Large Scale Manufacturers

18) What has been the trend of the following aspects of performance in your organization for the last five years?

Aspects of Performance	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Customer satisfaction					
Market share					
Profitability					
Sales turnover					

Thank you for your participation

Appendix III: Large Scale Manufacturing Firms In Nairobi, Kenya	Baumann Engineering Limited	Specialised Power Systems Ltd
	PCTL Automation Ltd	Metlex Industries Ltd
	Power Technics Ltd	IberaAfrica Power (EA) Ltd
ENERGY SECTOR		
A.I Records (Kenya) Ltd	Centurion Systems Limited	Synergy-Pro Metsec Ltd
Modulec Engineering Systems Ltd	Pentagon Agencies Reliable Electricals Engineers Ltd	International Energy Technik Ltd
Kenwestfal Works Ltd	Digitech East Africa Limited	Tea Vac Machinery Limited
Amedo Centre Kenya Ltd	Power Engineering International Ltd	East African Cables Ltd
Mustek East Africa Kenya Power & Lighting Co. Ltd	Sanyo Armo (Kenya) Ltd	Kenwest Cables Ltd
AssaAbloy East Africa Ltd	Manufacturers & Suppliers (K) Ltd	Virtual City Ltd
Nationwide Electrical Industries	Eveready East Africa Limited	CHEMICAL SECTOR
Kenya Scale Co. Ltd/ Avery Kenya Ltd	Socabelec East Africa	Anffi Kenya Ltd Maroo
Aucma Digital Technology Africa Ltd	Marshall Fowler (Engineers) Ltd	Polymers Ltd Imaging Solutions (K) Ltd
Nationwide Electrical Industries Ltd	Frigorex East Africa Ltd	Basco Product (K) Ltd
Kenya Shell Ltd	Sollatek Electronics (Kenya) Limited	Match Masters Ltd
Avery (East Africa) Ltd	Mecer East Africa Ltd	Interconsumer Products Ltd
Optimum Lubricants Ltd	Holman Brothers (E.A.) Ltd	Bayer East Africa Ltd
Libya Oil Kenya Limited		United Chemical Industries Ltd
		Odex Chemicals Ltd
		Continental Products Ltd
		Oasis Ltd Osho Chemicals Industries Ltd

Cooper K- Brands Rumorth EA Ltd PolyChem East Ltd Africa Ltd	Crown Gases Ltd Strategic Industries Limited Chemicals and Solvents E.A. Ltd	Tri-Clover Industries (K) Ltd Kemia International Ltd Galaxy Paints & Coating Co. Ltd
Rumorth East Africa Ltd	Decase Chemical (Ltd)	Co. Ltd
Procter & Gamble East Africa Ltd	SupaBrite Ltd Coates Brothers (E.A.) Limited	Twiga Chemical Industries Limited
Beiersdorf East Africa td	Limited	Ken Nat Ink & Chemical
Sadolin Paints (E.A.) Ltd	Deluxe Inks Ltd Unilever Kenya Ltd	Ltd Grand Paints Ltd Vitafoam
PZ Cussons Ltd	Kenya Ltd	Grand Paints Ltd Vitafoam
Blue Ring Products Ltd	Coil Products (K) Limited	Products Limited
Sara Lee Kenya Limited	Desbro Kenya Limited	Magadi Soda Company Ltd
Royal Trading Co. Ltd	Murphy Chemical E.A Ltd	Henkel Kenya Ltd
BOC Kenya Limited Saroc Ltd Reckitt Benckiser (E.A) Ltd	Colgate Palmolive (E.A) E. Africa Heavy Chemicals (1999) Ltd	FOOD SECTOR Africa Spirits Ltd Annum Trading Company Limited
Ltd	E. Africa Heavy Chemicals (1999) Ltd	Premier Flour Mills Ltd
Buyline Industries Limited	(1999) Ltd	Agriner Agricultural Development Limited
Super Foam Ltd Revolution Stores Co. Ltd	Syngenta East Africa Ltd Johnson Diversity East Africa Limited	Aquamist Ltd Premier Food Industries Limited
Carbacid (CO2) Limited	Africa Limited	Industries Limited
Crown Berger Kenya Ltd	Elex Products Ltd Synresins Ltd	Belfast Millers Ltd
Soilex Chemical Ltd	Ltd	Brookside Dairy Ltd
Chemicals & Solvents E.A. Ltd	Kel Chemicals Limited European Perfumes & Cosmetics Ltd	Proctor & Allan (E.A.) Ltd Bidco Oil Refineries Ltd

Candy Kenya Ltd	Coca cola East Africa Ltd	Melvin Marsh International
Promasidor (Kenya) Ltd	Kenya Wine Agency	East African Sea Food Ltd
Bio Foods Products Limited Limited		Jambo Biscuits (K) Ltd
Capwelll Industries Ltd	Kevian Kenya Ltd Confec	Kenya Tea Development
Trufoods Ltd	Industries (E.A) Ltd	Agency
Breakfast Cereal	Highlands Canner Ltd	Eastern Produce Kenya Ltd
Company(K) Ltd	Koba Waters Ltd	Jetlak Foods Ltd Mini
Carlton Products (EA) Ltd	Corn Products Kenya Ltd	Bakeries (Nbi) Ltd
UDV Kenya Ltd	Super Bakery Ltd Kwaliti	Farmers Choice Ltd
British American Tobacco Kenya Ltd	Candies & Sweets Ltd	Karirana Estate Ltd Miritini
	Crown Foods Ltd Sunny	Kenya Ltd
Chirag Kenya Limited	Processor Ltd Lari Dairies	Frigoken Ltd Kenafic
Unga Group Ltd	Alliance Ltd	Industries Limited
Broadway Bakery Ltd	Cut Tobacco (K) Ltd	Mount Kenya Bottlers Ltd
E & A Industries Ltd	Spin Knit Dairy Ltd London	Giloil Company Limited
Usafi Services Ltd	Distillers (K) Ltd	Kenblest Limited Nairobi
C. Czarnikow Sugar (EA) Ltd	Deepa Industries Ltd	Bottlers Ltd
	Highlands Mineral Water	Glacier Products Ltd Kenya
Kakuzi Ltd Uzuri foods Ltd	Co. Ltd	Breweries Ltd
Cadbury Kenya Ltd	Mafuko Industries Ltd	Nairobi Flour Mills Ltd
Erdemann Co. (K) Ltd	Del Monte Kenya Ltd	Global Allied Industries Ltd
ValuePak Foods Ltd	HomeoilManji Food	Kenya Nut Company Ltd
Centrofood Industries Ltd	Industries Ltd	NAS Airport Services Ltd
Excel Chemical Ltd W.E.	East African Breweries Ltd	
Tilley (Muthaiga) Ltd	Insta Products (EPZ) Ltd	

Global Beverages Kenya	Betatrad (K) Ltd Prestige	Uni-Plasteis Ltd Ombi
Sweets Ltd Rafiki Millers	Packaging Ltd	Rubber
Ltd	Haco Industries Kenya Ltd	L.G. Harris & Co. Ltd
Global Fresh Ltd Nestle	Blowplast Ltd Prosel Ltd	Wonderpac Industries Ltd
Kenya Ltd Razco Ltd	Hi-Plast Ltd	Packaging Masters Limited
Gonas Best Ltd Nicola	Bobmil Industries Ltd	Laneeb Plastics Industries
Farms Ltd Re-Suns Spices	Qplast Industries Jamlam	Ltd
Limited	Industries Ltd	ACME Containers Ltd
Hail & Cotton Distillers Ltd	Complast Industries	Plastic Electricons
Palmhouse Dairies Ltd	Limited	Metro Plastics Kenya
Smash Industries Ltd	Sumaria Industries Ltd	Limited
Al-Mahra Industries Ltd	Kamba Manufacturing	Afro Plastics (K) Ltd
Patco Industries Limited	(1986) Ltd	Raffia Bags (K) Ltd
Softa Bottling Co. Ltd	Kenpoly Manufacturers Ltd	Ombi Rubber Rollers Ltd
Alliance One Tobacco	Super Manufacturers Ltd	Alankar Industries Ltd
Kenya Ltd	Keci Rubber Industries	Rubber Products Ltd
Pearl Industries Ltd Spice	Kentainers Ltd Techpak	Packaging Industries Ltd
World Ltd	Industries Ltd	Dune Packaging Ltd
Alpha Fine Foods Ltd	Nairobi Plastics Industries	Safepak Limited
Pembe Flour Mills Ltd	King Plastic Industries Ltd	Plastics & Rubber
Wrigley Company (E.A.)	TreadsettersTyres Ltd	Industries Ltd
Ltd	Nav Plastics Limited	Elgitread (Kenya) Ltd
Alpine Coolers Ltd	KingwayTyres&Automart	Sameer Africa Ltd
	Ltd	

PLASTICS AND

RUBBER

Polyblend Limited Elgon Kenya Ltd	Paper House of Kenya Ltd	Carton Manufacturers Ltd
Sanpac Africa Ltd	General Printers Limited	Punchlines Ltd Kenafric
	Associated Papers & Stationery Ltd	Diaries Manufacturers Ltd
Polyflex Industries Eslon		Cempack Ltd Conventual
Plastics of Silpack Industries Ltd	Paperbags Limited Graphics & Allied Ltd	Franciscan Friers- Kolbe Press
Kenya Ltd Limited	Autolitho Ltd Primex	Kitabu Industries Ltd
Polythene Industries Ltd	Printers Ltd Guaca	Chandaria Industries Limited
Five Star Industries Ltd	Stationers Ltd	
Solvochem East Africa Ltd	Bag and Envelope Converters Ltd	Creative Print House
Premier Industries Ltd		Kul Graphics Ltd
General Plastics Limited	Print Exchange Ltd Icons	Colour Labels Ltd D.L.
Springbox Kenya Ltd	Printers Ltd	Patel Press (Kenya) Limited
BUILDING SECTOR	Bags & Balers Manufacturers (K) Ltd	Label Converters
Central Glass Industries Ltd	Printpak Multi Packaging Ltd	Colour Packaging Ltd
Kenbro Industries Ltd		Dodhia Packaging Limited
Manson Hart Kenya Ltd	Interlabels Africa Ltd	Modern Lithographic (K) Ltd
KarsanMurji& Company Limited	Brand Printers Printwell Industries Ltd	Colour Print Ltd East Africa
Kenya Builders & Concrete Ltd	Jomo Kenyatta Foundation	Packaging Industries Ltd
Mombasa Cement Ltd	Business Forms & Systems Ltd	Pan African Paper Mills (EA) Limited
PAPER SECTOR	Prudential Printers Ltd	Kenya Stationers Ltd
Ajit Clothing Factory Ltd	Kartasi Industries Ltd	

Elite Offset Ltd Ramco	Alpha Knits Limited Midco	Embalishments Ltd Rolex
Printing Works Ltd	Textiles (EA) Ltd	Garments
Kim-Fay East Africa Ltd	Tarpo Industries Limited	EPZ Ltd
Ellams Products Ltd Regal	Apex Appaels (EPZ) Ltd	YU-UN Kenya EPZ
Press Kenya Ltd	Mirage Fashionwear EPZ	Company Ltd
Paper Converters (Kenya) Ltd	Ltd	J.A.R Kenya (EPZ) Ltd
Ltd	Teita Estate Ltd	Silver Star Manufacturers
English Press Limited	Baraka Apparels (EPZ) Ltd	Ltd
SIG CombiblocObeikan Kenya	MRC Nairobi (EPZ) Ltd	TIMBER SECTOR
	Thika Cloth Mills Ltd	Economic Housing Group
TEXTILE SECTOR	Bhupco Textile Mills Limited	Ltd
Africa Apparels EPZ Ltd	Ngecha Industries Ltd	Transpaper Kenya Ltd
Kenya Trading EPZ Ltd	United Aryan (EPZ) Ltd	Wood Makers Kenya Ltd
Spinners & Spinners Ltd	Blue Plus Limited Premier	Eldema (Kenya) Limited
FulchandManek& Bros Ltd	Knitwear Ltd	Twiga Stationers & Printers Ltd
Kikoy Co. Ltd Storm	UpanWasana (EPZ) Ltd	Woodtex Kenya Ltd
Apparel Manufacturers Co. Ltd	Bogani Industries Ltd	Fine Wood Works Ltd
Image Apparels Ltd Le-	Protex Kenya (EPZ) Ltd	Uchumi Quick Suppliers
Stud Limited Straightline	Vaja Manufacturers Limited	Ltd
Enterprises Ltd	Brother Shirts	United Bags Manufacturers
Alltex EPZ Ltd Metro	Factory Ltd	Ltd
Impex Ltd Sunflag Textile	Riziki Manufacturers Ltd	Furniture International
& Knitwear Mills Ltd	Yooohan Kenya EPZ	Limited
	Company Ltd	Rosewood Office

Systems Ltd	Kenya Grange Vehicle	Orbit Engineering Ltd
Statpack Industries Ltd	Industries Ltd	Napro Industries Limited
Hwan Sung Industries (K) Ltd	Pipe Manufacturers Ltd Chui Auto Spring Industries	ASL Ltd Rolmil Kenya Ltd Specialized Engineer Co.
Shah Timber Mart Ltd	Ltd	(EA) Ltd
Taws Limited	Kenya Vehicle	ASP Company Ltd Sandvik
Kenya Wood Ltd Shamco Industries Ltd	Manufacturers Limited Sohansons Ltd	Kenya Ltd Steel Structures Limited
Tetra Pak Ltd	Toyota East Africa Ltd	East Africa Foundry Works
Newline Ltd Slumberland Kenya Limited	Labh Singh Harnam Singh Ltd	(K) Ltd Sheffield Steel Systems Ltd
MOTOR VEHICLE	Theevan Enterprises Ltd	Steelmakers Ltd
ASSEMBLY AND	Unifilters Kenya Ltd	Elite Tools Ltd Booth
ACCESSORIES	Mann Manufacturing Co. Ltd	Extrusions Limited Steelwool (Africa) Ltd
Auto Ancillaries Ltd		Friendship Container
General Motor East Africa Limited	METAL AND ALLIED Allied Metal Services Ltd	Manufacturers City Engineering Works Ltd
Megh Cushion industries Ltd	Morris & Co. Limited KhetshiDharamshi & Co. Ltd	Tononoka Steel Ltd General Aluminum Fabricators Ltd
VarsaniBrakelining Ltd	Alloy Street Castings Ltd	Crystal Industries Ltd
Impala Glass Industries Ltd	Nails & Steel Products Ltd	Welding Alloys Ltd
Mutsimoto Motor Company Ltd	Nampak Kenya Ltd	Gopitech (Kenya) Ltd
Bhachu Industries Ltd	Apex Street Ltd Rolling Mill Division	Davis & Shirliff Ltd

Wire Products Limited	Novelty Manufacturing Ltd	LEATHER PRODUCTS
Heavy Engineering Ltd	KAM Pharmacy Limited	AND FOOTWEAR
Devki Steel Mills Ltd	Biodeal Laboratories Ltd	Alpharama Ltd C & P Shoe
Viking Industries Ltd	Oss. Chemie (K)	Industries Ltd
Insteel Limited East Africa	Pharmaceutical	East Africa Tanners (K) Ltd
Spectre Limited	Manufacturing Co.	Bata Shoe Co. (K) Ltd
Warren Enterprises Ltd	Bulks Medical Ltd Dawa	CP Shoes Leather Industries
Metal Crown Limited	Limited	of Kenya Limited
Kens Metal Industries Ltd	Regals Pharmaceuticals	New Market Leather
	Cosmos Limited	Factory Ltd
PHARMACEUTICAL	Elys Chemical Industries	Dogbones Ltd
AND MEDICAL	Universal Corporation	
EQUIPMENT	Limited	Source: Kenya
Alpha Medical	Laboratory & Allied	Association of
Manufacturers Ltd	Limited	Manufacturers (KAM)
Madivet Products Ltd	Gesto Pharmaceutical Ltd	Directory. June, 2016
KAM Industries Ltd	Pharm Access Africa Ltd	
Beta Healthcare	Manhar Brothers (K) Ltd	
International Limited	GlaxoSmithkline Kenya Ltd	