BRAND EQUITY AND SALES PERFORMANCE OF RED MEAT BRANDS IN KENYA

BY:

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DECLARATION

I the undersigned, declare that this is my original work and has not been submitted to any other college, institution or university other than the University of Nairobi for academic credit.

Signed…………………………. Date………………………………………………….

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Project Approval

This project is presented for examination with my approval as the appointed supervisor.

Signed………………………….. Date…………………………………………………

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DEDICATION

To my family and Friends I dedicate this research project, specifically to my mother Josephine Lukoye for her moral and spiritual support.

To my son Adrian Carson who is my inspiration towards this course and my siblings and friends for their encouragement , support and believing in me .

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I thank God, for the good health throughout the study period. I also acknowledge my Supervisor Dr. Muya Ndambuki for the guidance and endless support. Finally, to my friends and colleagues who supported me in one way or the other throughout this journey.

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LIST OF ABBREVIATIONS

BE	Brand Equity
CBBE	Consumer Based Brand Equity
EBBE	Employee Based Brand Equity
FMCG	Fast Moving Consumer Goods
HACCP	Hazard Analysis Critical Control Points
KMC	Kenya Meat Commission

ABSTRACT

Significant brand equity levels most often prompts higher buyer inclinations and buy expectations. It additionally brings an open door for a strong competitive advantage and creates barriers to competitive entry. The purpose of this study was to establish the relevance of brand equity and sales performance of red meat brands in Kenya. This study was based on resource based view theory and brand equity theory. The study used descriptive survey research design which helped in having a conclusive research that aims at describing the nature related to the population involved or sample the part of the population with related features. The target population consisted of all the 7 registered red meat firms. A census survey was conducted since the population was small. Both the two government owned and privately owned meat firms were suyveyed in this study. In the targeted meat firms, employees were interviewed to ascertain brand equity and sales performance of red meat brands. In each of the 7 firms, a total of five (5) employees were interviewed more so in the management and middle management levels who were more likely to understand brand equity and sales performance of meat brands. Therefore the total sample for the study was 35 employees working for government owned and privately owned meat firms in Kenya. The primary data was collected using a semi-structured questionnaire. The study used descriptive statistics to analyse how respondent responded to various statements in the questionnaires. The study further utilized correlation to ascertain the relationship between brand equity and sale performance. The study findings showed that components of brand equity such as brand name, brand symbol, slogan/mantra and corporate colors had positive and significant effects on sales performance of red meat processing firms in Kenya. This study therefore concluded that firms with superior brands are more likely to dominate the market they operate in as compared to firms with lesser brand equity. The study recommends that management of red meat processing firms in Kenya and other firms that deals with consumable products should build brand equity that is oustanding in order to increase their customer loyalty and market share. A superior brand equity has a potential of influencing customer to continue buying products from a firm also refering the firm to friends and acquitances hence increasing the sales performance.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Aaker and Joachimsthaler (2009) provides a well-defined and clear structural relationship between a brand, its symbol and slogan, including the five underlying determinants, that clearly states how marketing managers can measure the firms brand equity . Based on Aaker's argument ; the most critical resources of any business are their elusive and basic affiliations, perceived quality, name awareness, client base, and exclusive rights. These benefits include mark value and are an essentials for firms competitive advantage and future profit .

In the marketing field since the 90s , Brand equity concept has increasingly received more attention with customers playing a central role in marketing thus the need to respond thereto with a certain unique product offering. Marketers now have a responsibility to building strong brands to remain competitive in the ever changing market (Aaker,1996), decrease defenselessness to competitive actions which prompt bigger margins, more prominent delegate co-task and support as well as brand extension opportunities (Delgado & Ballester, 2005).To measure the value of a brand, advertising analysts and experts have focussed on inspecting the brand equity idea (Aaker, 1991; Baldinger, 1990; Keller, 1993) now alluded to as the colossal status that a brand name conveys to all stake holders attached to the brand. BE in this way is the additional utility an items name attracts (Farquhar *et al.,* 1991; Kamakura & Russel, 1993; Park & Srinivasan, 1994). Being a considerable resource for the organization, mark value supports the business' income (Simon and Sullivan, 1993) and helps in enhancing the brand procuring by telling a value premium over its aggressive brands (Srinivasan *et al.,* 2005).

Wernerfelt (1984) and Barney (1991) explain the Resources Based- view theory as an administrative structure used to decide the vital assets with the possibility to convey competitive advantage to a firm. These assets might be abused by the firm to accomplish long term competitive advantage. The theory emphasises on a firm paying attention on internal analysis to discover the competitive advantage sources as opposed to taking a gander at competitive condition (Penrose, 1959; Rumelt, 1991; Barney, 1991; Grant, 1991; Peteraf, 1993). Barney (1991) asserts that the RBV concept of includes all benefits and capacities controlled by a firm that empowers it to think about and execute techniques that enhance its efficiencies. These resources, if utilized adequately build on the equity of a firm in the unforeseen future. On the other hand, Brand Equity Theory defines the relationship between customers and brands that build up to the term " brand equity (Wood, 2000). The hypothesis creates a sort of included an incentive for items which help in fortifying the organizations' long term interests and abilities (Chen, 2008).

In Kenya, 90% of the population more so in the urban centres is consumers of red meat and meat products. This has subsequently led to the rise of renowned red meat brands in the Kenyan market especially in urban centres. The existence of red meat brands has elicited intense competition which has led to rise of new and more distinct brands from firms in the industry as a result of changing customer tastes and preferences as well as the risks revolving around the consumption of safe meat products. In the recent past, the emergency of controversial red meat products being offered to consumers in the Kenyan market has prompted consumers to be keen on what they consume and from whom they buy from thereby prompting meat firms to develop brands that are appealing and trusted. The intense competition from each brand strives to achieve equity. This rise of firms with variety meat brands is the premise upon which brand equity and sales performance of red meat brands is determined.

1.1.1 Concept of a Brand

Bivainienė (2006) considers a brand as both written and symbolic record that comprises of various elements (physical, emotional, aesthetical, and symbolical) which are firmly identified with an organization's way of life. The organization's way of life is situated to fulfill clients' needs and structures a remarkable observation in the client's brain in this way making an item's extra esteem. In this way, a brand can be characterized as an exclusive visual, passionate, objective, and social picture that the client partners with an organization or an item (Brand Solutions). A brand's passionate qualities are imparted through promoting and employee interactions with various partners (Harris & Chernatony, 2001). Brands play out a few important capacities essential of all filling in as markers for the organization's contributions, brands separate items and administrations from the contenders contributions and in this way disentangles selection of merchandise or administrations (Perreault and McCarthy, 1997; Markevičiūtė, 2005; Simoes and Dibb, 2001) to customers, they go about as a hazard decrease measure, guarantee a specific quality level and incite trust (Keller and Lehmann, 2006).

Customers will trust brands that are reliable and that they can easily associate with to avert risks. Well-known and reliable brands that have been used over and over by a customer reduce psychologically (Knox, 2004). Brands have an essential pretend an in discovering the adequacy of showcasing endeavors credited to publicizing and channel arrangement. Perreault and McCarthy (1997) depict a decent brand as that which diminishes the advertiser's offering time and exertion. Crimmins (2003), Perreault and McCarthy (1997) provides that brands upgrade products value and are unmistakable making it troublesome for contenders to duplicate. Brand value in this manner is a guarantee of character and consistency which implies mark value separates certain item or administration from others to reinforce customer loyalty (Knox, 2004). A firm seeking to make higher incentive for its clients ought to manage client relations in a number of ways that comprise of marketing communication about products and services. The concept of Branding does not only comprise of just product but in addition corporate culture, organizational frameworks and systems as well as the know-how. In the Modern economy, Knox (2004) asserts that included estimation of brands depend on brand administration any longer as well as on the adjustments in business condition which stimulates the scan for better approaches for brand advancement and brand value creation.

1.1.2 Brand Equity

Marketing performance measurement has been fuelled by the constant pressure marketers undergo in trying to justify the impact of their activities in organizations (O'Sullivan & Abela, 2007). Partial and short-termed performance indicators of marketing that tend to be tied to financial measures do not provide the much needed understanding of marketing performance (Mizik & Jacobson, 2008), on the other hand, intangible assets of the market aids in providing understanding and have ability to reconcile organizational performance in the short and long term (Ambler, 2003). In the contemporary business environment, brand equity is an important marketing asset and thus understanding its dimensions and investing to grow them creates a competitive edge for a brand (Yoo, Donthu & Lee, 2000). Growth of brand equity is currently the main objective in firms which can only be achieved through developing favourable feelings and associations among customers (Falkenberg, 1996).

Aaker (1991) developed an effective five asset brand equity model through which he proposed five constructs of brand equity. According to Aaker , the Buyer's potential to easily identify and recall a brand within a product category is referred to as brand awareness. The commitment of customers to make a purchase and repurchase of a preferred product in a particular category is referred to as brand loyalty. Brand associations on the other hand refer to anything regarding a brand that is linked in customer memory including its representations (Aaker, 1991). Favourable or unfavourable brand associations are created through contact or experience in any form with a brand; this eventually creates changes or reinforces its associations (Keller, 2003). The Judgment of product excellence and its superiority by Zeithaml (1988) is regarded to as perceived quality. If customers possess high perceived quality, they are then convinced about purchasing a particular brand regardless of its price (Aaker, 1991). A widely used CBBE model in brand management was developed by Aaker (1993), previous studies of brand equity have tested the model with amongst them; (Kim et al., 2003, Yoo et al., 2001 and Atilgan et al., 2009). However, in this study the model will help retest the determinants of brand equity on meat brands with key focus on branded meat firms in Kenya.

Within the measurement of brand equity, Keller's (2001) brand resonance model contends that to possess a strong brand, it is imperative for organizations to influence customer feelings and appeals about its products. Building the right brand experiences will enhance customer's perceptions, opinions, judgments and feelings of the brand (Aaker, 1996). Having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors (Keller, 2001). Keller (2001) asserts that to achieve brand equity marketers focus should revolve around three constructs of financial, customer based and employee based perspective.

1.1.3 Sales Performance

An organization that offers its products for sale uses a sales performance measurement to ascertain the equity of its brands. Whereas sales is the exchange of a commodity for money, Sales performance is mostly known as a vital index of individual and organizational performance. The (Riordan, Vandenberg, & Richardson, 2005) model delineates how brand involvement climate contributes to the sales performance of a firm. The additional sales value that a branded product will accrue to an organisation becomes the measure of the sales performance of that offering .To ascertain this addition sale value, Sales performance metrics have to be determined which may include both financial and non financial measures, ranging from revenue growth, profitability, product market reactivation to customer retention rates and revenue expansion by customer or new customer.

1.1.4 Red Meat Processing Firms in Kenya

The meat industry in Kenya has been growing rapidly in the recent times occasioned by the changing consumer tastes. Consumers are keen in having safe meat and meat products for consumption. Meat processing firms in Kenya deal in a variety of meat and meat products ranging from both red meat and white meat products, in this study, focus was on red meat brands which includes firms processing red meat products such as beef, mutton, bacon and goat meat. Focus was on red meat brands based on the contentious issues that have revolved in the Kenyan market where consumers have paid so much attention in consumption of this brand category. Majority of these firms serve both local and global markets and therefore are adhere to the International standards for food safety management and observe HACCP regulations and are Halaal certified.

Among the big four agenda of the Kenyan government in the financial year 2018 /2019, food safety and sustainability is key and therefore the meat processing firms as part of achieving these agenda strive to purchase livestock from local farmers, fatten the animals through feedlots, slaughter the animals and process various meat and meat products for the market locally and internationally. The increasing demand for distinct branded meat brands has created opportunities for firms to come up with strong meat brands within the Kenyan marketing line that comply with the international regulations. There exists more than thirty (30) meat processing firms in Kenya registered as per the Meat Control Act Cap (353) out of which 15 are registered with the State Department of Livestock to procure, process and sale meat and meat products. Out of the fifteen registered, only seven (7) registered procure, process and sell red meat and meat products. Most of these meat processing firms are established in urban centres owing to the increased awareness of the urban population to have safe meat products as opposed to the rural population who prefer having meat from local butcheries or own slaughters at homes. This study focussed on meat processing firms in Machakos, Nairobi and Kiambu Counties in Kenya. This is because the major red meat processing firms are established within these counties and other firms spread across the counties are subsidiaries.

1.2 Research Problem

Significant brand equity levels most often prompts higher buyer inclinations and buy expectations (Cobb-Walgren *et al.* 1995) other than the maximum stock returns (Aaker and Jacobson, 1994).Additionally, it opens doors for a strong competitive advantage and creates blocks to competitive entry (Farquhar 1989). The strategic intent of every business is to boost the sale of its goods and services (Kotler, 1998) realisable by ascertaing the brand equity of its products (brands).

There exist over thirty meat firms in Kenya out of which only fifteen are registered and certified for the production and processing of meat and meat products for both local and export market of the fifteen (15) meat firms only seven produce and sell red meat brand where two are government owned (Parastatals) and the rest are privately owned. Lack of a regulatory body in the State Department of Livestock to oversight over branding of meat brands has made it impossible for red meat processing firms to have secure brands in the market thereby exposing their brands to unscrupulous meat dealers, meat vendors and butcheries thus making these firms non competitive in the industry. Meat is a Fast Moving Consumer Good (FMCG) in Kenya and owing to its perishable nature meat firms are tasked with ensuring that whereas in marketing the product, brand equity must be determined. In determining the Sales performance and measuring the factors that create brand equity for branded meat products to increase their market presence and visibility in an effort to attract customers, create leads, reach out on prospects and retain the customers in their target market, meat firms are to embrace branding as an element to increase the brands exclusive rights , brand recognition, association, loyalty and perceived customer quality. In the recent time, consumers in the Kenyan market have been exposed to unsafe meat products which are packaged and sold thereby threatening the authentic red meat brands processed by firms. Competition arising from the meat vendors who sell the products at cheaper price, have ease in accessing the market and use inferior unbranded packaging materials make it more difficult for meat brands to achieve brand equity, meat firms need to embrace branding to strengthen their brands .

In Kenya there exist no previous studies on brand equity and sales performance of red meat brands rather, many researchers in previous years studies have focussed financial , pharmaceutical , telecommunication firms and less focus placed in the Meat industry . The existence of the Meat Industry dates back in the 1950‘s yet previous researchers have not explored much in this field of study. There has been no study regarding brand equity and sales performance of meat firms in Kenya.

Previous studies include determinants of brand equity on consumer decision making, brand loyalty, consumers’ tastes and preferences. Among the researched topics globally include; determinants of brand equity in India car manufacturing firms (Thiripurasundari & Natarajan, 2011). In Kenya, research has been done on impact of brand equity on shopper purchase decisions among pay-television subscribers in Nairobi, Kenya (Andai, 2016), brand equity impact on purchase decisions of cell phones Muhammad Amir Adam and Sameen Nasir (Akber,2016), influence of Social media marketing on brand equity of Safaricom (Mwangi,2014) and Determinants of Brand equity on consumer perception in banking industry (Omolo, 2013). None of this studies have focussed on brand equity and sales performance of red meat brands The research study sought to respond to the question as to the relevance of brand equity and sales performance of meat brands in Kenya.

1.4 Research Objective

The study sought to establish the relevance of brand equity and sales performance of red meat brands in Kenya.

1.5 Value of the Study

This study provides contribution to theory, practise and policy. To theory, the study provides new insights to existing theories on brand equity and act as a source of knowledge to those interested in venturing into the red meat industry. It may also be used as a basis for further research and help in enhancing the existing theories on brand equity.

In practise, this study will provide marketing managers with insight on determining which brands add value to the business and provide a competitive advantage for their firm for further investment. Furthermore, the study will help upcoming researchers to understand the dynamics in the meat industry, provide a basis for further research and as well a source of knowledge to those interested in venturing into the meat industry.

In policy, the research will be useful to destination marketing organizations which can be used as basis for decision making and development of finance, customer and employee driven brand equity. The study approaches, concepts and results will aid future researchers in their investigation of similar or related phenomena by testing existing theories and developing new ones to meet industry specific needs.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

The chapter focuses on reviewing some related published literature on the subject of the study. Specifically, the chapter introduces the concepts and theories on brand equity, determinants of brand equity on sales performance of red meat brands in Kenya. This chapter is instrumental since it enables the understanding of the underlying relationship between study variables based on existing theories and previous empirical studies.

2.2 Theoretical Framework

Focus was on the existing literature that identified two theories of brand equity, BE and sales performance as well as BE determinants.

2.2.1 Resource Based View Theory (RBV)

Wernerfelt (1984) and Barney (1991) describe RBV as a framework of management applied in decisions regarding vital resources with the probability to firm's competitive advantage. By exploiting such resources, a firm can achieve sustainable competitive advantage. They emphasise that an organization should focus to have an inward focus to realize competitive advantage in contrast to shifting focus on competitive conditions, (Penrose, 1959; Rumelt, 1991; Barney, 1991; Grant, 1991; Peteraf, 1993) which if utilized adequately build on the equity of a firm in the long run. The main concern of the RBV theory is to identify the characteristics of resources that are not subject to imitation by competitors.

In RBV model, assets are given a noteworthy role to enable firms to accomplish higher authoritative execution. These assets are both substantial and elusive. The Tangible resources are physical things which incorporate Land, structures, hardware, gear and capital and may present little favourable position to the company at the market in the long run as rivals have equal chance of acquiring similar assets. Intangible assets are all items without physical presence however can be possessed by the organization which incorporate brand reputation, trademarks and licensed innovation. Brand reputation is worked over quite a while and organizations can't get it along these lines from the market subsequently elusive resources are the fundamental wellspring of supportable competitive advantage. Collis and Montgomery (1995) declare that RBV approach distinguishes qualities which can make competitive advantage for the firm, for example, esteem, uniqueness, and competitive predominance which makes it the best system in the development of a firm. Moreover, the RBV enables firms to distinguish limit assets expected to empower them supplement the customers' needs and inclinations with the company's profitable and key assets. This methodology upgrades the blend and use of key assets that separate firms in the market (Clulow and Gerstman, 2007). Additionally, RBV model empowers firms to work adequately and productively than contenders. In light of the heterogeneous perspective of RBV, a few researchers have contended that a firm need to concentrate more on the best way to procedures and assets ought to be organized to make dynamic capacity contrasted with the assets had (Eisenhardt and Martin, 2000; Newbert, 2007; Teece et al., 1997).

2.2.2 Brand Equity Theory

Brand Equity came into existence as an endeavour to attempt and characterizes the connection between clients (Wood, 2000). BE creates a novel added incentive for items which aid organizations' present and future interests and abilities (Chen, 2008). In the previous two decades, a lot of research has focused on different parts of BE which has been largely acknowledged as a basic achievement separating factor for organizations and specialist co-ops. Accordingly, Valuable brands usually relate with remarkable execution inspired through supported cost premiums, inelastic value affectability, high pieces of the pie, and effective investments into new organizations, competitive cost structures and high benefit all adding to organizations' competitive advantage (Keller and Lehmann 2003; Vazquez *et al* 2002). The brand equity theory focus therefore is on the brands awareness, association, customer perceived quality, brand loyalty and brands exclusive rights (brand assets).

2.3 Brand Equity and Sales performance

Turley and Moore (1995) stated that limitation of brand management in literatures is as a result of having few articles objectvely examined in the development of brand management are normally inconsistent. Some study which present BE of services are: Muller and woods (1994) who talks more on brand management rather than product management in the fifteen restaurants industry stressing more on brand name and brand image.

Maalim Ali (2014) carried a study on corporate equity and Firms performance in pharmaceutical industry in Kenya where he talked of enhancing brand management of a product rather than the service. Little research has been done on meat brands and therefore reason to carry out this study on brand equity and sales performance of meat brands in Kenya. Brand equity can revolve around three different perspectives, Baalbaki (2012), which are financial, customer and employee perspective respectively as discussed below:

2.3.1 Financial- Based Brand Equity

In the 1980s, Brand equity from a monetary point of view was seen as a technique that gave directors direction in understanding brand improvement. The measures concentrated on stocking costs or brand substitution (Myers, 2003). Simon and Sullivan (1993) characterized brand equity as the incremental money streams which gather to marked items far beyond the money streams which would result from the offer of unbranded items .The financial based brand equity therefore is relevant is also measuring the financial sales performance of brands in relation to red meat brands .

2.3.2 Customer-Based Brand Equity

The CBBE approach is the prevailing viewpoint. Keller (1993) asserts that CBBE happens when the customer knows about the brand, acts in favour of the brand and can uniquely and strongly associate with it. Positive CBBE confers advantages such as clients' willingness to pursue other distribution for themselves, long term revenues, the ability to be the market leaders and marketing communication effectiveness (Keller, 2003). Aaker (1991) suggests using switching costs, customer fulfilment repurchase rates, client's image preference and perceived quality on item and administration measurements as potential measures.

Keller (1993) proposes that right best of-mind review, evaluation ratings and free belief associations as a few proportions of brand information. Ravi (2005) opposed the perception that creation of more CBBE estimation bits is imperative for the conspicuousness of marking. In this manner in comprehending the brand equity estimates and contribution to enhancement of resource improves a firm's competitive barrier and drives brand wealth. The CBBE covers both financial and non financial sales performance metrics.

2.3.3 Employee-Based Brand Equity

Kwon (2013) features that Employee-based brand equity definition and Customer-based brand equity is comparable with the end goal that they are the two qualities that originate from the intrinsic idea of the brand. Employee-based brand equity is situated in light of the differential impact that brand learning has on an employee's reaction to his or her workplaces and societies (King & Grace, 2009). Kwon (2013) exhibited a three measurement show dependent on King and Grace (2009, 2010) and Aaker (1991). The three measurements are Brand information, Role Clarity, Brand responsibility. This covers more of the non-financial sales performance metrics.

2.3.4 Sales Performance Measures of Meat Firms

The measurable advantages that meat firms elicited as a result of brand equity were based on both financial and non financial metrics touching on the organizations own sale revenues, ease of selling the brands measured by the sales volume and penetration rate of the branded products. The equity to which meat firms shall benefit from the distinctive branding of their products offering (Aaker 2003) through increases sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place.

2.4 Determinants of Brand Equity

Aaker (1992) gives a far reaching BE model comprising of 5 particular resources that are the wellspring of value creation that decide mark equity. These advantages are mark reliability, mark name mindfulness, perceived mark quality, mark relationship notwithstanding perceived quality and other exclusive brand resources comprising of licenses, trademarks, and channel connections.

2.4.1 Brand Name Awareness

This is a fundamental section of brand equity that is in most cases ignored (Aaker, 1996). It is characterized by buyers' potential to recognize a brand as an individual from a specific item categorization (Aaker, 1991). There are distinctive levels of Brand awareness going from the acknowledgment level which furnishes the brand with a feeling ease of identification by sight and value, responsibility and mindfulness; the review level which additionally influences decision by impacting the sorts of brands to be considered and chosen. Awareness has a vital role in the greater part of theoretical models of brand value. It produces an abnormal state of procurement, predominantly on the grounds that customers are probably going to purchase those brands they know about, in this manner upgrading the organization's profitability and sales (Baldauf *et al.,* 2003).

2.4.2 Perceived Brand Quality

Aaker (1992) looks at perceived quality as an asset that provides value which gives motivation to purchase, brand separation, member interest channel initiation, and high cost support. This is viewed in regard to the shoppers' perception of an item technical quality (Zeithaml, 1988). Consumers will purchase more of a brand if they feel that the brand performance is high and the cost of switching to the next alternative is high. Positive perceived quality enhances customers' referrals by word of mouth which broadens the possibility of repeat purchase. Customers have a liking for the brands they perceive as unique, distinctive and satisfy their needs in totality.

2.4.3 Brand Associations

This is just the brand picture and most probably the highly recognized brand equity section. Brand affiliations cuts crosswise over item qualities, client benefits, ways of life, utilizes, clients, item classes, contenders and nations. Customers utilize brand relationship to process, arrange, and get back information stored which enables them to have the capacity to make purchase decisions (Aaker, 1991. 1992).

Associations can help consumers process or retrieve information, in differentiation and extensions of brands, provides a motivation to purchase, and make positive sentiments. To manufacture solid BE in the market, it is key for advertisers to comprehend the centre measurements of brand picture, or, in other words (Lee at el, 2006). More elevated amounts of brand affiliation mean higher propensity for brand augmentation to end up applicable to clients.

2.4.4 Brand Assets

Ovidiu (2005) examined that brand resources are licenses, trademarks and channel connections which can give solid competitive advantage. Though Trademark shields mark value from deceitful contenders who may utilize comparative name, image or bundle, solid and important Patents can be utilized to counteract coordinate rivalry in buyer buy choice process.

CHAPTER THREE: RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

The chapter discusses the research design, population study,methods used in collecting, data analysis techniques to be used in conducting the study. The research methods discussed in this section is the planned process the study adopted to give the answers to the main research questions. For a research to achieve its objective it must have a systematic process of gathering data, analysing it and presenting it in a meaningful way.

3.2 Research Design

The study used descriptive survey research design which helped in having a conclusive research that aims at describing the nature related to the population involved or sample the part of the population with related features Koul, (1984). According to Gatara (2010) descriptive design is used mainly because its less expensive and the research can examine the data collected from a wide scope within a short period of time and its able to provide a qualitative descriptions of trends, perceptions and attitudes of the population sample under study. The research design therefore was able to predict the relationship between the two variables of the study.

3.3 Population of the Study

The target population consisted of all the 7 registered red meat firms (Appendix I). A census survey was conducted since the population was small. Both the two government owned and privately owned meat firms were suyveyed in this study. In the targeted meat firms, employees were interviewed to ascertain brand equity and sales performance of red meat brands. In each of the 7 firms, a total of five (5) employees were interviewed more so in the management and middle management levels who were more likely to understand brand equity and sales performance of meat brands. Therefore the total sample for the study was 35 employees working for government owned and privately owned meat firms in Kenya. Given that the entire population was involved in the study in terms of unit of analysis, no specific sampling technique was required.

3.4 Data Collection

The study used primary data which was collected using a semi-structured questionnaire. The questionnaire was structured in two sections; Section A sought responses on the attributes of the respondents' demographic and the meat firm's general information. Section B sought to respond on Brand Equity and sales performance. The questionnaires was used to collect data by obtaining data regarding the population. The management and middle level employees were the key informant in each firm as they are deemed to be more knowledgeable on brand equity and sales performance issues of the firm. Only five respondents were selected in each firm.

Self- administration by electronic mail , the drop and pick up later method research instruments was used. An introductory letter explaining the purpose of the data and assuring respondents of data confidentiality accompanied the questionnaire. Telephone calls, emails and personal visit as follow ups were made to the respondents so as to increase the response rate.

3.5 Data Analysis

Quantitative data was collected and checked for probable errors and corrected. Coding and analysis of information using descriptive statistics like the mode, the mean, the standard deviation, frequencies and the percentages was performed. Used were Tables and figures in presenting the data. The study used descriptive statistics to analyse how respondent responded to various statements in the questionnaires. The study further utilized correlation to ascertain the relationship between brand equity and sale performance.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

The chapter contains an analysis of the collected data from the survey, presentation of the research findings and discussion of findings of other studies previous conducted. The chapters contains various section including the response rate, demographic characterisitcs of the respondents, analysis of the brand equity of the red meat processing firms, analysis of their sales perfoamnce and finally analysis of the relationship between brand equity and sales performance. The study administered a total of 35 questionnaires to the selected respondents in red meat processing firms in Kenya, 33 of the questionnaires were dully filled and returned representing a response rate of 94%. The remaining 2 questionnaires were not completely filled hence were expunged. This response rates was attributed to the techniques adopted by the researcher in data collection which were very effective in terms of reaching the target respondents.

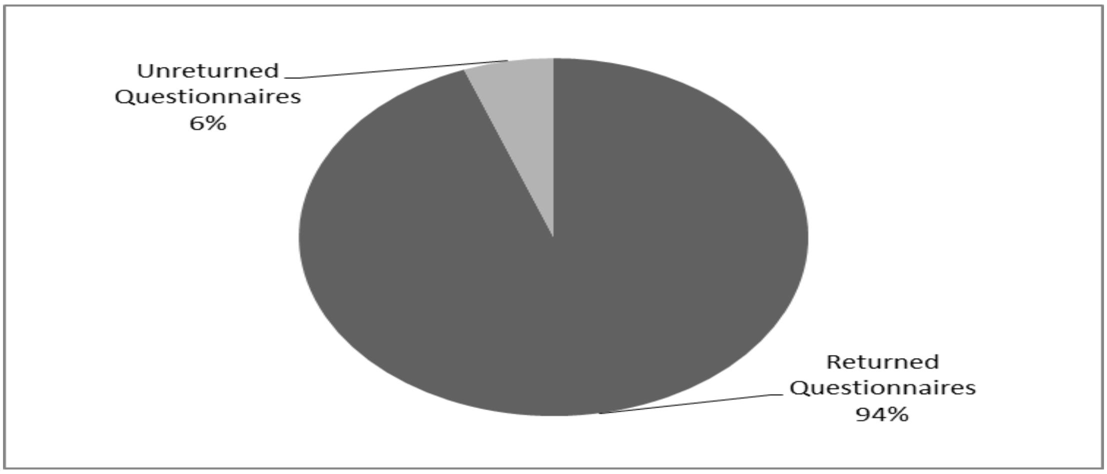

Figure 4.1 Response Rate

4.3 Demographics Characteristics

This section presents the results on the demographic characterisitcs of the respondents. These include repondents' gender, employment terms, departments, level of management, and level of education.

Table 4.1 Demographics Characteristics of the Respondents

		Frequency	Percent
Gender	Male	14	42.4
	Female	19	57.6
	Total	**33**	**100**
Employment-Terms	Permanent and pensionable	28	85
	Contact	5	15
	Total	**33**	**100**
Departments	Sales and Marketing	14	42.4
	Finance and Administration	7	21.2
	Production	7	21.2
	Quality and product Re-engineering	5	15.2
	Total	**33**	**100**
Level-of-Management	Top Management	14	42.4
	Middle Management	10	30.3
	Lower management	9	27.3
	Total	**33**	**100**
Level-of-Education	Secondary	1	3
	Diploma	18	54.5
	Degree	9	27.3
	Post graduate	5	15.2
	Total	**33**	**100**

The study findings revealed that the majority of the respondents were female at 57.6% while only 42.4% of the respondents were male. Findings show that the permanent and pensionable employees were the majority with 85% and those employees on contract were 15%. The findings revealed that the majority 42.4% of the respondents worked in sales and marketing department, 21.2% worked in finance and administration, 21.2% in production department, while only 15.2% of the respondents were from quality and product re-engineering department.

Study results in Table 4.1 revealed that the majority 42.4% were top management staffs, the middle management staffs were 30.3%, and 27.3% were lower management staffs. On the highest education, the finding shows 54.5% of the respondents were diploma, 27.3% were undergraduate level of education while those with post graduate were 15.2%. The respondents with secondary education were the least at 3% and all of them were in lower positions in the marketing departments.

4.4 Brand Equity of Red Meat Processing Firms in Kenya

This section presents the analysis of the brand equity of red meat processing firms in Kenya. Some of the aspects analysed in this section include whether the firm brands its meat products, branding elements used by red meat processing firms, effect of branding elements on brand equity and factors that determine brand equity among other factors.

4.4.1 Product Branding

The study asked the respondents whether their firms branded all their products and the finding showed that 80% of the respondents indicated yes while 20% indicated that not all the products were branded. This findings implied that majority of red meat processing firms in Kenya have invested in branding which further points to the fact that brand equity influences sales performance. Keller's (2001) also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors.

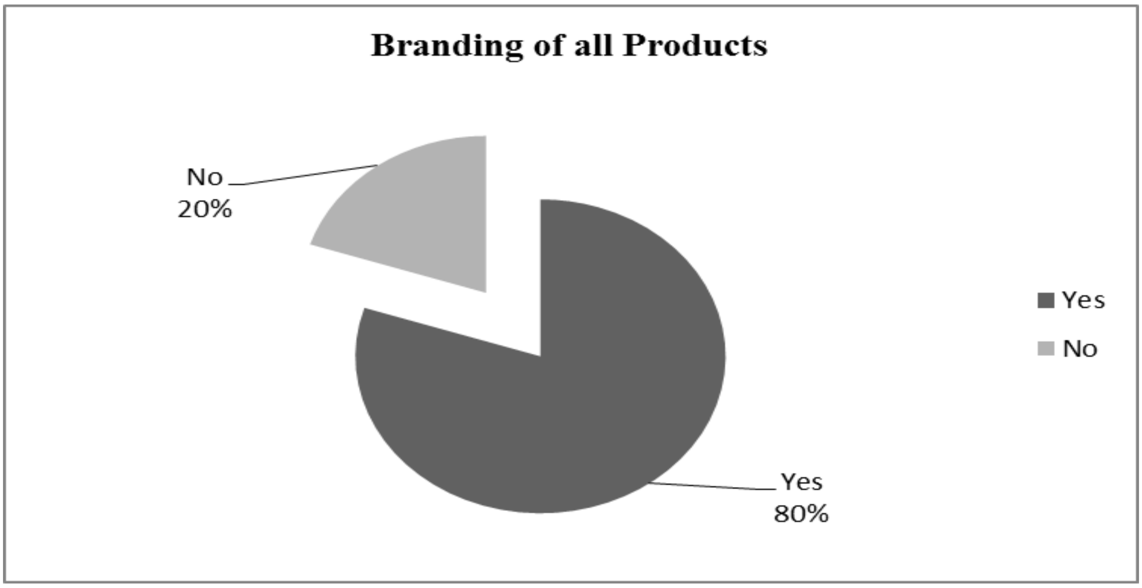

Figure 4.2 Branding of all Products

4.4.2 Branding Elements Used by Red Meat Processing Firms in Kenya

The study sought to establish which of the following branding elements do red meat processing firms in Kenya use on their meat product(s). The results presented in figure 4.2 shows that slogan/mantra (17) was the commonly used by red meat processing firms in Kenya branding element followed by brand name then symbol and corporate colours. The finding implied that slogans was the branding elements that had the significant effect on sales performance which justifies why most respondents indicated that firms used the slogan to built their brand equity.

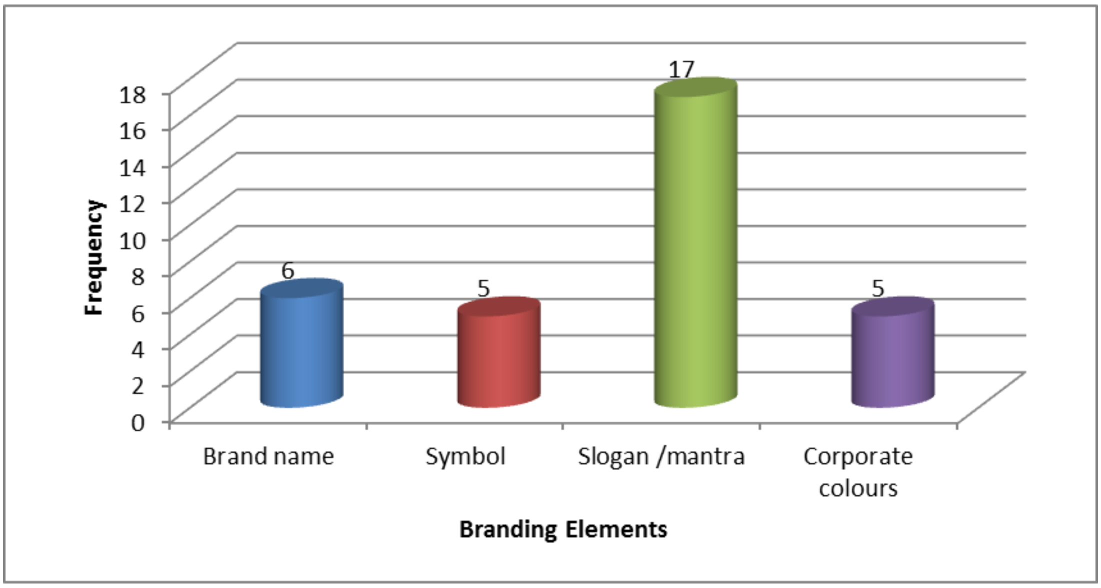

Figure 4.3 Branding Elements Used by Red Meat Processing Firms in Kenya

4.4.3 Extent to Which Branding Elements Determine the Brand Equity of Red Meat Processing Firms

The study further sought to establish the extent to which the branding elements determine brand equity of red meat processing firms. Table 4.2 presents the findings on branding element that determines the brand equity of red meat processing firms in Kenya.

Table 4.2 Extent to Which Branding Elements Determine the Brand Equity

Branding Elements	Mean	Standard Deviation
Brand Name	4.18	1.01
Brand Symbol	4.15	0.97
Slogan Mantra	4.27	0.72
Corporate Colors	4.24	1.17

The results shows that all the four brand elements determined the brand equity of the red meat processing firms in Kenya as shown by the mean score of 4 implying that majority of the respondents indicated that brand name, brand symbol, slogan and corporate colors determine brand equity to great extent. However, majority of the respondents as shown by mean of 4 also indicated that slogan and corporate colors greatly influenced brand equity of red meat processing firms in Kenya. Keller's (2001) also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors.

4.4.4 Factors that Determine the Brand Equity of the Meat Firms

The study sought to establish whether brand recognition, repeat purchase, customer loyalty amidst substitute, competitive advantage and ease of differentiating the brand were among the factors that determine the brand equity of the red meat processing firms in Kenya. The findings are presented in Table 4.3.

Table 4.3 Factors that Determine the Brand Equity of the Meat Firms

	Mean	Std Dev
Brand recognition	4.21	0.89
Repeat purchase	3.88	1.27
Customer loyalty amidst substitute	4.09	1.07
Competitive advantage	4.06	1.09
Ease of differentiation the brand	4.48	0.62

The result shows that majority of the respondents as shown by mean score of 4.21 indicated that brand recognition was very significantly and most significantly determined the brand equity of meat firms. On whether repeat purchase determined brand equity, the findings showed that majority indicated very significantly. The mean of 4.09 further indicated that majority of the respondents indicated that customer loyalty very significantly determine the brand equity. Similalry majority of the respondents indicated that competitive advantage and ease of differentiating the brand also determine brand equity in red meat processing firms in Kenya. The finding concurs with Aaker (1992) who also argued that customers have a liking for the brands they perceive as unique, distinctive and satisfy their needs in totality.

4.4.5 Perception of the Value Branding of Red Meat Products Adds to the Firm

The study also sought to determine the perception of the respondents of what value branding adds to brand awareness, brand association, perceived quality, brand loyalty and brand asset. Table 4.4 shows the findings.

Table 4.4 Perception of the Value Branding of Red Meat Products Adds to the Firm

Value Branding	Mean	Standard Deviation
Brand awareness	4.18	0.98
Brand association	4.12	1.05
Perceived quality	3.91	1.16
Brand loyalty	4.15	1.35
Brand assets	3.97	1.21

The mean of 4.12 further confirmed that majority of the respondents had high perception that value branding was important to brand association. According to Baldauf *et al.,* (2003) awareness has a vital role in the greater part of theoretical models of brand value. It produces an abnormal state of procurement, predominantly on the grounds that customers are probably going to purchase those brands they know about, in this manner upgrading the organization's profitability and sales.

The findings also shows most of the respondents as shown by mean response of 4.12 had high perception and very high perception that value branding was important to brand association while mean of 3.91 indicated that majority of the respondents had high perception and very high perception that value branding was important to perceived quality of the firms products. The results further indicated that respondents had high and very high perception that value branding add to brand loyalty and brand asset of red meat processing firms in Kenya.

The finding in this section implied that majority of the mployees working in red meat processing firm in Kenya were confident that branding add value to firms. The study finding concurs with those of Baalbaki (2012) who argued that brand equity can revolve around three different perspectives, which are financial, customer and employee perspective respectively.

4.4.6 Factors that Meat Brand are Valued Upon

The study also sought to determine the factors that meat brands in Kenya are valued based on. Specifically, the study sought to whether meat brands are valued based on brand recognition, repeat purchase, customer loyalty, competitive advantage and ease of differentiation of the brand. The findings are presented on Table 4.5 .

Table 4.5 Factors that Meat Brand are Valued Upon

	Mean	Standard Deviation
Brand recognition	4.24	1.15
Repeat purchase	4.24	0.79
Customer loyalty amidst substitutes	3.91	0.84
Competitive advantage	4.15	0.97
Ease of differentiation the brand	4.00	1.32

The findings revealed that a high number of respondents as shown by mean of 4.24 agreed and strongly agreed respectively that meat brand in Kenya are valued based on brand recognition. On whether meat brand are valued based on repeat purchase, the findings revealed that majority as shown by mean of 4.24 agreed and strongly agreed respectively that meat brand in Kenya are valued based on repeat purchase, implying those meat products that record high repeat purchase are the most valued. It also showed that majority of the respondents as shown by mean response of 3.91 agreed that meat brand in Kenya are valued based on customer loyalty. The findings support those of Lee *at el*, (2006) argue that associations can help consumers process or retrieve information, in differentiation and extensions of brands, provides a motivation to purchase, and make positive sentiments.

On whether, meat brands are valued based on the competitive advantage of the firms and ease of differentiation of the products the finding showed that majority of the respondents agreed evidenced by a mean response of 4.15 and 4.00 respectively. The findings implied that brand recognition; repeat purchase, customer loyalty, competitive advantage and ease of differentiation of the brand among the factors that meat brand are valued based on in Kenya. The study finding concurs with those of Aaker (2003) who found that through increased sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place.

4.4.7 Contribution of Meat Brand to Various Aspects of the Firm

The study sought to establish whether brand equity contributed to financial value, customer value and employees value of red meat processing firms in Kenya. Table 4.6 presented the study findings on the value of brand equity on financial, customer and employees value of the red meat firms.

Table 4.6 Contribution of Meat Brand to Various Aspects of the Firm

	Mean	Standard Deviation
Financial value	4.06	1.12
Customer value	4.06	1.12
Employees value	4.18	0.98

Table 4.6 shows that most of the respondents by the mean of 4.06 indicated that brand equity had very high and extremely high contribution to financial value of red meat firms in Kenya. Similarly, majority of the respondents shown by the mean response of 4.06 indicated that brand equity had very high and extremely high contribution to customer value of red meat firms in Kenya while the mean of 4.18 indicated that

respondents indicated that brand equity had very high and extremely high contribution on employees value respectively.

These findings underline the importance of brand equity on various aspects of the firms. The findings further implied that brand equity increased financial position, number of customers and employees' retention among red meat processing firms in Kenya. The study findings concurs with Aaker (1991) who suggested using switching costs, customer level of fulfilment repurchase rates, client's image preference and perceived quality on item and administration measurements as potential measures. The study finding concurs with those of Aaker (2003) who found that through increases sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place.

4.5 Analysis of Sales Performance of Red Meat Processing Firms

In this section the study analysed the sales performance of red meat processing firms in Kenya with the view of computing a correlation between components of brand equity and sales performance of the red meat firms in Kenya. The findings presented in Table 4.7 indicated that majority of the respondents as shown by the mean of 4.12 agreed red meat firms in Kenya performed well in terms of sales revenue as indicated by majority of the respondents respectively. On whether sales team found it easier to sell products, majority indicated agreed and strongly agreed as shown by mean response of 4.06. Similarly, majority of the respondents agreed and strongly agreed as shown by mean response of 3.97 that their firms' product penetration in the market has been easier. In the next section the study sought to establish if this high sales performance was accounted for by brand equity of the firms. Keller's (2001) also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors.

Table 4.7 Sales Performance of Red Meat Processing Firms

	Mean Score	Standard Deviation
Sales revenue have increased	4.12	1.05
Sales team has found it easier to sell products	4.06	1.12
Product penetration in the market has been easier	3.97	1.19

4.6 Brand Equity on Sales Performance

In this section , the study analysed brand equity and sales performance of red meat processing firms in Kenya. The study used Pearson correlation analysis to test whether various components of brand equity were associated with sales performance of red meat processing firms in Kenya. Table 4.8 contains the correlation martrix.

Table 4.8 Correlation Matrix

		Brand name	Brand symbol	Slogan/mantra	Corporate colors
Brand name	Pearson Correlation	1			
	Sig. (2-tailed)				
Brand symbol	Pearson Correlation	.383*	1		
	Sig. (2-tailed)	0.028			
Slogan/mantra	Pearson Correlation	.358*	-0.016	1	
	Sig. (2-tailed)	0.041	0.928		
Corporate colors	Pearson Correlation	.592**	0.159	0.327	1
	Sig. (2-tailed)	0.000	0.378	0.064	
Sales Performance	Pearson Correlation	.569**	.402*	.596**	.546**
	Sig. (2-tailed)	0.001	0.02	0.000	0.001
	N	**33**	**33**	**33**	**33**

* Correlation is significant at the 0.05 level (2-tailed).

The findings indicated that the correlation between brand name and sales performance was r= 0.569, p=0.001, <0.05 implying that brand name and sales performance had a strong positve relationship. The findings implied that a good brand name would lead to increase in sales performance of products of red meat processing firms in Kenya. The results also indicated the correlation between brand symbol and sales performance was r= 0.402, p=0.02, <0.05 implying that brand symbol and sales performance had a weak and positve relationship. The findings implied that a recognizable brand symbols would also lead to increase in sales performance of products of red meat processing firms in Kenya.

The finding also showed that the correlation between slogan/mantra and sales performance was r= 0.596, p=0.000, <0.05 implying that slogan/mantra and sales performance had a strong and positve relationship. The findings implied that a outstanding slogan/mantra would also lead to increase in sales performance of products of red meat processing firms in Kenya. Finally the study findings showed that corporate colors and sales performance had a correlation of r=0.546, p=0.001 <0.05. The study showed corporate colors enhnaced sales performance of red meat processing firms in Kenya. The overall finding of the study shows that brand equity had positive and significant effects on sales performance of red meat processing firms in Kenya. The study finding concurs with those of Baalbaki (2012) who argued that brand equity can revolve around three different perspectives, which are financial, customer and employee perspective respectively. The study finding concurs with those of Aaker (2003) who found that through increased sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place. Keller’s (2001) also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors.

4.7 Discussion of the Findings

The study established that majority of red meat processing firms in Kenya have invested in brand equity which points to the fact that brand equity is recognized as determinant of sales performance. The results also shows that slogan/mantra was the commonly used by red meat processing firms in Kenya branding element followed by brand name then symbol and corporate colours implying that slogans was the branding elements that had the significant effect on sales performance which justifies why most of the respondents pointed out that firms used it to built their brand equity.The finding of the study concurs with those of Perreault and McCarthy, (1997); Markevičiūtė, (2005); Simoes and Dibb, (2001) who also found that brands play out a few important capacities essential of all filling in as markers for the organization's contributions, brands separate items and administrations from the contenders contributions and in this way disentangles selection of merchandise or administrations to customers, they go about as a hazard decrease measure, guarantee a specific quality level and incite trust. Similarly, Yoo, Donthu and Lee, (2000) argued that in the contemporary business environment, brand equity is an important marketing asset and thus understanding its dimensions and investing to grow them creates a competitive edge for a brand.

This findings further showed that majority of red meat processing firms in Kenya have invested in branding which further points to the fact that brand equity influences sales performance. The finding agrees with Keller's (2001) who also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors. Similalry, respondents indicated that competitive advantage and ease of differentiating the brand also determine brand equity in red meat processing firms in Kenya. The finding concurs with Aaker (1992) who also argued that customers have a liking for the brands they perceive as unique, distinctive and satisfy their needs in totality.

The study found that employees of the red meat companies in Kenya had high perception that value branding was important to brand association. According to Baldauf *et al.,* (2003) awareness has a vital role in the greater part of theoretical models of brand value. It produces an abnormal state of procurement, predominantly on the grounds that customers are probably going to purchase those brands they know about, in this manner upgrading the organization's profitability and sales.

The finding established that employees working in red meat processing firm in Kenya were confident that branding add value to firms. The study finding also concurs with those of Baalbaki (2012) who argued that brand equity can revolve around three different perspectives, which are financial, customer and employee perspective respectively. The findings further support those of Lee *at el,* (2006) argue that associations can help consumers process or retrieve information, in differentiation and extensions of brands, provides a motivation to purchase, and make positive sentiments

The findings showed that brand recognition; repeat purchase, customer loyalty, competitive advantage and ease of differentiation of the brand among the factors that meat brand are valued based on in Kenya. The study finding concurs with those of Aaker (2003) who found that through increased sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place.

The findings revealed that brand equity increased financial position, number of customers and employees' retention among red meat processing firms in Kenya. Finally, the study findings showed that such components of brand equity ; brand name, brand symbol, slogan/mantra and corporate colors had positive and significant effects on sales performance of red meat processing firms in Kenya. The study finding concurs with those of Aaker (2003) who found that through increased sale revenue and volume of branded products, the ease of the sales force selling the products and the ease of penetrating the market with the products are the metrics that determine how a brand is performing in the market place. Keller's (2001) also found that having strong brand equity will increase customer purchases of the brand, their loyalty and further increase referrals leading to reduction of customers switching to competitors.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents summary of major findings, conclusion and recommendation made by the study. The conclusion and recommendation made by this study were purely based on the results. Recommendations were made both for management improvement and policy formulation by policy making units in firms that intends to invest in branding as a marketing tool for thir enterprises.

5.2 Summary

Due to the importance of brand equity in the current business environment, the study sought to establish the relevance of brand equity on sales performance of red meat brands in Kenya. First this study established that majority of red meat processing firms in Kenya have invested in brand equity which points to the fact that brand equity is recognized as determinant of sales performance. The results also shows that slogan/mantra was the commonly used by red meat processing firms in Kenya branding element followed by brand name then symbol and corporate colours implying that slogans was the branding elements that had the significant effect on sales performance which justifies why majority of respondents indicated that firms used it to built their brand equity.

The study sought to establish whether brand recognition, repeat purchase, customer loyalty amidst substitute, competitive advantage and ease of differentiating the brand were among the factors that determine the brand equity of the red meat processing firms in Kenya. The results indicated that respondents had high and very high perception that branding add value to brand loyalty and brand asset of red meat processing firms in Kenya. Similarly, this study finding showed that brand recognition; repeat purchase, customer loyalty, competitive advantage and ease of differentiation of the brand are among the factors those meat brands are valued based on in Kenya.

The study also sought to establish whether brand equity contributed to financial value, customer value and employees value of red meat processing firms in Kenya. The findings revealed that brand equity increased financial position, number of customers and employees’ retention among red meat processing firms in Kenya. Finally, the study findings showed that components of brand equity such as brand name, brand symbol, slogan/mantra and corporate colors had positive and significant effects on sales performance of red meat processing firms in Kenya.

5.3 Conclusions

This study established that brand equity components had positive and significant effect on sales performance of red meat processing firms in Kenya. This study therefore concluded that firms with superior brands are more likely to dominate the market they operate in as compared to firms with lesser brand equity. Custotmer tends to be loyal and repetitively consume products from firms with recognizable brands. The need for customer to be identified with superior brands plays to the advantage of the firms hence increase sales performance of such firms. In the case of consumable products such as red meat, percpetion about quality of the products is a key factor that influence customer loyalty. Firms dealing with red meat and other consumable products leverage on their brands to create good perception about quality and stand out among competitors in the market. The study finally concluded that red meat processing firms in Kenya have invested in brand equity which majoirty bank on to improve their sales performance and control large market share in this competitive market.

5.4 Recommendations

Based on the findings, the study recommends that management of red meat processing firms in Kenya and other firms that deals with consumable products should build brand equity that is oustanding in order to increase their customer loyalty and market share. A superior brand equity has a potential of influencing customer to continue buying products from a firm also refering the firm to friends and acquitances hence increasing the sales performance.

The study also recommends that marketing departments in red meat firms, marketing consultants and practitioners that need to enhnace sales performance of their firms should focus their energy and resources in building strong brands through customer perception modification, using brand ambassadors or employing any other strategies that will make their firms brand stand above other market players.

The study finally recommends that policy makers such as government agencies that regulate meat industry, board of directors in firms in red meat industry and any other market players should have brand building policies in their firms, which allocate a share of the profits a firm generate to building the brand. This will ensure thet firms have adequate resources to build their brands to exploit new markets both locally and internationally.

5.5 Suggestions for Future Research

Brand equity is an area that has received a lot of attention in reaserch both locally and internationally. However, there still exists contextual and conceptual gaps that need to be filled by further studies. For instance, future studies should focus on estabalishing the difference in the marketing costs between companies that have superior brands and those without brands. The study should establish whether transaction costs are influenced by brand equity. Further studies should establish the relationship between transaction cost theory and brand equity in consumable products firms.

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APPENDICES

Appendix I: Registered Red Meat Processing Firms In Kenya

1. Alpha Fine Foods Limited

2. Kenya Meat Supply Co Ltd Nairobi

3. Neema Livestock Slaughtering & Investment Kiambu

4. Meatons Kenya Ltd Nairobi

5. Kenya Meat Commission (KMC) Athi River in Machakos.

6. Quality Meat Packers (QMP) Nairobi

7. Farmers Choice Ltd Thika

Appendix II: Letter Of Introduction

Lydia Khakasa Mandila
University of Nairobi
School of Business
P.O Box 30197
NAIROBI.
October, 2018

Dear Respondent,

RE: COLLECTION OF SURVEY DATA

I am a Master of Science in Marketing student at the University of Nairobi, School of Business. In order to fulfil the degree requirements, I am undertaking a research project on **Brand Equity and Sales Performance of Meat Brands in Kenya.**

You have been selected to form part of this study. This is to kindly request you to assist me in collecting the data by filling out the accompanying questionnaire. The information you provide will be used exclusively for academic purposes and will be treated with confidence.

Your co-operation will be highly appreciated and thank you in advance.

Yours faithfully,

Lydia K. Mandila	**Dr. Muya Ndambuki**
Msc. Marketing Student School of Business	**University of Nairobi**
University of Nairobi	

Appendix III: Questionnaire

BRAND EQUITY AND SALES PERFORMANCE OF RED MEAT BRANDS IN KENYA.

SECTION ONE: BACKGROUND INFORMATION OF RESPONDENT

Please Tick Where Applicable √

1. Please indicate your gender

a) Male ( ) b) Female ( )

2. Please indicate your employment terms

a) Permanent and pensionable ( )

b) Contract ( )

c) Others ……………………

3. Please indicate your Departments

a) Sales and Marketing ( )

b) Finance and Administration ( )

c) Production ( )

d) Quality and product Re-engineering ( )

Any other (Kindly indicate)…………

4. Please indicate the level of management

a) Top Management ( )

b) Middle Management ( )

c) Lower management ( )

Any other (Kindly indicate)……………

5. Please indicate your level of education

a) Primary ( )

b) Secondary ( )

c) Diploma ( )

d) Degree ( )

e) Post graduate ( )

Others (Kindly specify)…………………………………………..

SECTION TWO BRAND EQUITY AND SALES PERFORMANCE OF RED MEAT BRANDS IN KENYA

6. Does your organization brand products? Yes ( ) No ( )

7. If yes which of the following branding elements does the organization use on your meat product(s)

Branding Element	**Tick when applicable**
Brand name	
Symbol	
Slogan /mantra	
Corporate colours	

8. To what extent do the elements determine the brand equity of the meat brands?

In a scale of 5 to 1 Where: 5 (To a very great extent) 4(To a great extent) ,3 (To some extent) 2 (Little extent) and 1 (No extent)

Brand element	**5**	**4**	**3**	**2**	**1**
Brand name					
Brand symbol					
Slogan/ mantra					
Corporate colours					

9. On a scale of 5 to 1 Please indicate by ticking the extent to which the following factors determine the equity of the meat brand

Where: 5 (Most significant), 4(Very significant), 3 (Significant) ,2 (Not significant) and 1(Very insignificant)

Factors determining brand equity	**5**	**4**	**3**	**2**	**1**
brand recognition					
Repeat purchase					
Customer loyalty amidst substitutes					
Competitive advantage					
Ease of differentiation the brand					

10. What is your perception of the value that branding of red meat products adds to the firm on a scale of 5 to 1 Where: 5 Very high perception), 4 (High perception), 3 (Medium perception),2 (Low Perception) and 1(Very low perception)

Factors determining brand equity	**5**	**4**	**3**	**2**	**1**
Brand awareness					
Brand association					
Perceived quality					
Brand loyalty					
Brand asset					

11. **Statement:**

To what extent do you agree with this statement: **The meat brand is valued based on? Where; 5 (Strongly Agree) , 4 (Agree) , 3 (Neutral) ,2 (Disagree) and 1(Strongly Disagree)**

Factors determining brand equity	**5**	**4**	**3**	**2**	**1**
brand recognition					
Repeat purchase					
Customer loyalty amidst substitutes					
Competitive advantage					
Ease of differentiation the brand					

12. Please rank the extent to which the meat brand are of value to the firm

5= extremely high 4= Very high 3 = high 2 = Low 1= Not valuable

Brand Value	**5**	**4**	**3**	**2**	**1**
Financial value					
Customer value					
Employees value					

13. Indicate the extent to which you agree with the following statements relating to sales performance in your organisation

5= extremely high 4= Very high 3 = high 2 = Low 1= Not valuable

Sales Performance	**5**	**4**	**3**	**2**	**1**
Sales revenue have increased					
Sales team has found it easier to sell products					
Product penetration in the market has been easier					

Thank you for your cooperation