CORPORATE BRAND PROMISE AS A BASIS OF BUILDING COMPETITIVE ADVANTAGE IN THE BANKING INDUSTRY IN KENYA.

BY

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DECLARATION

I hereby declare that this project is my own work and effort and that it has not been submitted anywhere for any award.

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

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D61/70871/2008

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

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

DR.MAALU JACKSON

DEDICATION

I dedicate this study to my dear family members Syprose, Bradley and Ramsey for all the support they gave all the time as I prepared and worked on this project.

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It has been an exciting and instructive study period at the University of Nairobi and I feel privileged to have had the opportunity to carry out this study as a demonstration of knowledge gained during the period studying for my master's degree. With these acknowledgments, it would be impossible not to remember those who in one way or another, directly or indirectly, have played a role in the realization of this research project. Let me, therefore, thank them all equally.

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ABSTRACT

Corporate brand promises have become the ultimate competitive asset because ‘they last forever, are infinitely scalable, create enormous premiums, and are portable across products and even categories. Yet the profile of the consumer has changed over the years because consumers now know more about products since they can compare prices and exchange opinions with other consumers via the internet. This study therefore sought to fill the existing research gap by carrying out a survey study on the application of corporate brand promise as a basis of building competitive advantage in the banking industry in Kenya. The main purpose of the study was to investigate into how corporate brand assist in building competitive advantage in the banking industry.

This research was conducted through a survey study. The target population of this study was the managerial staff working for the major commercial banks in Kenya. The study focused particularly on the departmental heads of these pivotal banks in the country. This paper utilized a questionnaire as used in various previous similar research projects. This study collected quantitative data using a self-administered questionnaire. The response received was analyzed by descriptive analysis.

From the findings, the study established from the majority of 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. The study further established that most of the respondents were in agreement that the corporate brand is a comprehensive important measurement and mitigation method used for various organizations hence much important if effectively implemented and utilized . This study therefore recommends that in order to build a competitive advantage in the banking industry, the firms should make sure that its strategies are sufficient to enable administration and management of corporate brand with management prudence and getting them advice promptly for effective positioning.

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CHAPTER ONE

INTRODUCTION

1.1 Background

Financial institutions such as commercial banks, mutual savings banks, savings and loan associations and credit unions comprise of intermediaries for certain industries, for example insurance companies. The products/service offerings these institutions have in common, bind them into an industry grouping that is subject to similar influences. Major influences on this group have been the Depository Institutions and Monetary Control Acts. These Acts have eased entry, location and activity restrictions planning. According to banking experts (Auerbach, 1985, Gup & Whitehead, 1989) these acts are responsible for allowing competition from non-bank suppliers of financial services as well as contractual commercial banks, mutual savings banks, savings and loans associations and credit unions.

It has been suggested that in service industries of this type, where competition can move very quickly and new players can easily enter, there is a constant need to think strategically about is going on(Schmenner,1995).This appears to be precisely what banks, in particular have begun to do in the recent years. The delivery of shareholder value while also promoting societal value has thus evolved to a complex paradox which business corporations seem to be grappling with in different contexts in their strategic attempt to remain competitive and generate within their specific industry a competitive advantage.

In response to increasing complexity and change in the financial service industry, banks have turned to looking at various strategic options such as Corporate Brand Promise to make them have competitive advantage among their peers in the industry. This trend in banks is viewed as a more designed not only to help them negotiate their environment more effectively but to improve their financial performance as well (Bettinger, 1986, Bird 1991, Prasad 1984).This chapter therefore introduces main study area, presents the problem statement, research questions and objectives before it outlines the importance and finally the scope of the study.

1.1.1 Competitive Strategy

As business and consumer markets become more competitive, and customers become more demanding, companies must work harder to secure the fundamental relationships that fuel their business growth as well as think of ways of creating new sources of competitive strategies. The theme of corporate competitive strategies is mostly attributed to the eminent scholar Porter (1985, 1998). The classic theory presents three generic business competitive strategies: ‘cost leadership,’ a broad-scope policy in which a firm tries to achieve a low-cost production in its industry; ‘differentiation,’ a broad-scope strategy in which a firm develops products or services viewed as being unique to the industry and often charges a premium price, and ‘focus,’ a narrow-scope policy to obtain either cost leadership or product differentiation within a niche segment of the industry.

The strategy of overall cost leadership is achieved through a set of functional policies aimed at this basic objective. Cost leadership requires the construction of efficient-scale facilities and a vigorous pursuit of cost reductions in areas such as research and development, service and marketing. A great deal of managerial attention is necessary in order to achieve cost efficiency. A low-cost position provides substantial entry barriers in terms of cost advantages or scale economies. A low-cost position defends the organization against powerful buyers Porter (1985).

The differentiation strategy is achieved by creating something perceived as being unique in the market. An organization may differentiate itself within several dimensions. Differentiation can be achieved by brand image, technology, customer service or other dimensions. The differentiation strategy does not allow ignoring costs, but rather they are not the primary strategic target, Ansoff (1991). Differentiation is a viable strategy for earning above-average returns, because it creates a defensible position for coping with competitive forces.The strategy of focusing on a particular customer group or segment of the product line may take several forms. The focus can be on a geographic market, an occupational group, at organizational level or a type of education. The functional policy is developed to serve a particular target very well. It is assumed that it is possible to serve the narrow strategic target more efficiently or effectively than other organizations which are operating more broadly. Even though the focus strategy does not aim to achieve low costs or differentiation, it does achieve one or both of these positions, Andrew (1980).

The organization failing to develop its competitive strategy, in at least one of the three directions, is in an extremely poor strategic situation. Such an organization is almost guaranteed low profitability and quality, Porter (1998). The organization stuck in this position should make a fundamental decision to develop its competitive strategy. An organization stuck in the middle of competitive strategies must either take steps to achieve cost effectiveness or at least cost parity, which involves aggressive measures to develop the process. Alternatively, it must differentiate itself to achieve some uniqueness.

1.1.2 Corporate Brand Promise

Aligning organization, operations and culture around your brand values brings the promise to life. A corporate brand stands for the relationship that an organization has with its employees, as much as it represents the relationship that it has with its customers through its product and service offering while brand promise stands for the unique pledged customer experience usually expressed in a tagline. For a brand to come to life with customers, the organization must be internally aligned to deliver the brand promise through the organization's culture, reward systems, key success activities and structure. In other words, employees must 'live' the brand values in their day to day interactions. And, management must demonstrate their commitment to these values through behaviour as well as corporate communications, demonstrating sincerity–not just rhetoric (Ansoff, 1991, Porter 1985).

Product brands are often driven by short-term approaches guided by advertising campaigns developed by marketers. They are efforts at "quick-fix" solutions—logo redesigns, catchy taglines and trendy advertising campaigns—with high visibility and some tangible sizzle. Unfortunately, these "outside-in" approaches offer short-term benefits and tend to fizzle once the early applause has subsided. Sometimes they even do harm. When communications and marketing professionals develop brand strategies that are not supported internally, consumers feel betrayed and frustrated. Not surprisingly, the reputation of the institution suffers, and the branding initiative becomes a scapegoat for larger problems. On the other hand, corporate brand promises are focus on sustainability and based on a set of core values and beliefs that connect the entire organization. Typically, a corporate brand strategy is defined and guided by an inside-out approach to brand development (Hatch and Schultz, 2008).

By effectively managing its corporate identity an organisation can build understanding and commitment among its diverse stakeholders. This can be manifested in an ability to attract and retain customers, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. Corporate identity is a strategic issue. It differs from traditional brand marketing since it is concerned with all of an organisation's stakeholders and the multi-faceted way in which an organisation communicates.

1.1.3. Banking Industry in Kenya

Commercial banking business in Kenya is guided by the Banking Act Chapter 488 of the Laws of Kenya that provides for, among other things, the licensing and regulation of commercial banks. The Central Bank of Kenya that regulates the sector has licensed forty three commercial banks that are tiered into peer groupings as large, medium and small depending on the various bank sizes. As at December 2011 there were forty six banking and non bank institutions, fifteen micro finance institutions and one hundred and nine foreign exchange bureaus. The banks have come together under the Kenya Bankers Association (KBA), which serves as a lobby for the banking sector's interest's (Market Intelligence, Banking Survey, 2004)

The Kenyan government has in the last couple of years pursued financial sector deepening programs to ensure stability in the banking industry. This has been emphasized on the annual government budgetary proposals to have the individual bank capital base raised to Kshs. 1 billion by the year 2012. This requirement has attracted interest that may see bank consolidations through mergers and acquisitions in the industry to meet the targeted capital base especially for small banks in addition to intensifying competitions that target both the banked and the non-banked (Central Bank of Kenya Monthly Economic Review, 2012).

Although by regional standards, Kenya's financial system is relatively well developed and diversified, major structural impediments prevent it from reaching its full potential. The banking sector in Kenya consists of three main segments; large domestic banks, subsidiaries or branches of international banks, and small banks. The international banks account for about 40 percent of the banking system's assets and deposits, while large domestic banks account for about 25 percent. The share of state-owned banks in Kenya is currently standing at about 28 percent. This ratio has declined in recent years, but this was mainly due to the stagnation in the state-owned banks rather than their privatization. All the banks are lending more actively, with loans accounting for about half of their total assets. The aggregate loan to deposit ratio of the banking system is about 80 percent in Kenya (Central Bank of Kenya Monthly Economic Review, 2012).

1.2. Statement of the problem

Corporate brand promises have become the ultimate competitive asset because 'they last forever, are infinitely scalable, create enormous premiums, and are portable across products and even categories. Yet the profile of the consumer has changed over the years because consumers now know more about products since they can compare prices and exchange opinions with other consumers via the internet. Therefore they do not consume passively anymore but have become a lot more passionate about the products and the brands they buy and want their brands to become a form of self-expression (Brady et al, 2004). Consequently the task for brand managers has also shifted and has become a lot more difficult. Every year, a flood of new products enter the market, the competition has become a lot fiercer, and the task of establishing and maintaining the value of a brand has become harder.

Historically commercial banks operated in an environment that was more predictable and stable with minimum competition. The concentration and focus was on corporate clients and Government securities. Over the years things have drastically changed and commercial banks face stiff competition among themselves due to mushrooming of financial institutions and innovations like M-Pesa, M-kesho, Yu-cash , Pesa-pap and Zap from telecommunication industry. Commercial banks have developed various strategies to acquire, grow and retain the new and existing customer base. The most current strategy used today by commercial banks is strategic brand promise. This is evidence by what is currently in the media both visual or audio where each bank has either developed a new brand promise or re-energized the existing one.

The basic problem is that, although everyone realizes a successful brand when they see it, nobody really knows how to create the next one (Hill, 2004).In spite of the hostile environment, there are still brands that continuously keep on growing and since, for a company, its brand promise often signify one of their major competitive assets, the question arises as to what the secrete of those mega brands is. Due to the importance of corporate branding and the strong competitive advantage that can be achieved through powerful brands, a lot of research has been conducted in the recent past, mostly theoretical. However research is lacking in the area of corporate brand promise as a source of competitive advantage especially in the service sector. Research work that have been doe in this field include the work of :-(Asewe, 2010): Application of ICT strategy in enhancing competitive advantage among commercial banks, (Assava, 2009): Knowledge Management for competitive advantage with Commercial banks in Kenya and (Muketi, 2009): Technological Resources for sustainable competitive advantage in manufacturing Industry.

Conceptual issues arise in determining how organizations apply brand promise in achieving competitive advantage. The concept of competitive advantage has not received much attention in the research fields. Most of the studies done has looked at other variable as pillars that create competitive advantage in organization forgetting one concept that firms use a lot of resources to develop and implement. The paper therefore sets to analyze the application of brand promise in building competitive advantage in the banking industry in Kenya.

1.3 Research Questions

a) What is the corporate brand promises being used by commercial banks in Kenya?

b) What is the future trend in corporate brand promises in the banking sector and how can they be managed to become a source of competitive advantage?

c) How often do these corporate brand promises change or should be changed and what prompt the changes?

d) What are the main reasons why banks develop and implement corporate brand promise?

e) To what extent has corporate brand promise created competitive advantage to banks among peers in the industry?

1.4 Research objectives

This study had two main objectives:

i. To identify the corporate brand promises used by commercial banks in Kenya

ii. To determine how commercial banks apply Corporate Brand Promise as a basis of building competitive advantage.

1.5. Value of the Study

The findings of this study will be useful to various stakeholders both in the corporate world and educational sector. The Corporate Managers and Board of Directors of commercial banks will get information on the brand promise as a source of competitive strategy and how it can be managed to ensure real value for the business.

The Government will the understanding how to differentiate brand promises and what to look for before registration so as to ensure that there is no imitation or infringement and proper industry practice.

For academicians study is intended to add to the body of knowledge, specifically in regard to corporate strategies in the Kenyan banking sector and hopefully ignite the need for further research especially looking into competition arising in the sector and other research areas that will be suggested. Through Corporate brand promise investors are able to understand the major focus of the targeted institution and infer appropriately on its future performance before making an investment decision.

The findings shall also be useful to new investors in the industry as they shall get a basis of understanding what the industry practice is when it comes to brand promise in response to ever changing business environment and corporate response in creating and sustaining a competitive advantage.

CHAPTER TWO

LITERATURE REVIEW

2.1. Introduction

This chapter offers a presentation on the concept of competitive advantage and corporate brand promise, and eventually caps on a conceptual model that guides the subsequent chapters.

2.2. Competitive Strategy

The interest of strategy was provoked by the growing realization that firms environment has become progressively changeable and discontinuous from the past and that as a result objectives alone are insufficient as decision rules for guiding the firms strategic orientation as it adapts to changing challenges, threats and opportunities (Igor A 1987). A business strategy is the blue print of the path a firm intends to take to beat competitors and or build a solid customer base in a specified period. Strategy is the output or results of the strategy formulation process which takes the shape of a board statement of decisions and actions that the firm intends to pursue in a specified period and which the top management is fully convinced about as the best course of action forward to achieve the company's stated long term objectives (Bakunda,2001). The concept of strategy can be traced to military where it was applied in war. The business world adopted this concept in the nineteenth century. Some scholars however, argue that it is difficult to trace the time when the term begun to be employed to business (Mulema,2003).

Strategy can be said to denote a general programme of action and deployment of emphasis and resources, to attain comprehensive objectives. There is no single one definition of strategy. According to Chandler (1962) strategy is the determination of the basic long term goals and objectives of an enterprise and the adoption of courses of action and the allocation of resources necessary for carrying out these goals. Andrews (1980) defines strategy as a pattern objectives , purpose or goals and major policies and plans for achieving these goals, stated in a way to define what business the company is in, and the kind of company it should be.

In a competitive world where the success of the firm depends on the competitive advantage, strategy becomes a vital tool in exploiting opportunities, reducing weaknesses, enhancing strengths and managing threats. Porter (1980) argued that strategy is the central vehicle for achieving competitive advantage in the market place. Strategy can also be defined as the matching of the resources and activities of the organization to the environment in which it operates(Johnson and Scholes, 2002). The notion of strategic fit is developing strategy by identifying opportunities in the business environment and adopting resources and competences so as to take advantage of these opportunities.

Since the industrial revolution, the conventional wisdom has been that the private sector is better at managing and changing organizations than either the public or voluntary sectors (Burnes, 2004). Strategy is credited for providing competitive advantage to organizations. In a competitive banking industry, firms need to have competitive strategies to retain their share of the market. Competitive strategy refers to that internal factor that enables a business firm to have market superiority or leverage over its competitors on a sustainable basis (Bakunda 2001). It is the factor that enables a business enterprise to have an enhanced market advantage over its competitors and sustain its success in the market , (Muthiani 2008)

Ansoff (1988) defines competitive strategy as the distinctive approach, which a firm uses or intends to use to succeed in the market. Ansoff argues that for a firm to be successful it has to adopt to its environment, which leads to growth and profitability by linking its internal capability which includes resources, goals, values and system to its external environment which relates to political situation, technology, competition, social pressure of the firm as well as saturations of the markets. Ansoff has viewed strategy as a means of establishing organizational purpose, a response to the changes in the environment, a coherent, unifying and interactive pattern of decisions, a means of defining the competitive domain of the firm as a link between internal capability and its environment

The question of why some service organisations are able to achieve superior performance continues to attract attention from both academics and practitioners. There are two key aspects to this question: what are the sources of advantages that are important in achieving superior performance in services organisations; and how are these sources of advantage converted into superior performance. The researcher’s ability to provide answers to these questions is limited by the nature of much of the previous research in this area. These limitations include a tendency to examine potential sources of advantage in isolation – a situation that does not reflect the competitive reality of service organisations and may over-state the contribution in the absence of other factors – and the omission of a strategic framework to explicate how sources of advantage contribute to superior performance.

There are multiple sources of advantage that organisations may draw on (Day, 1994). In the services context, organisational processes and systems, project management skills, and organisational culture and vision are particularly important. However, three market-related sources of advantage where there is general agreement regarding their potential to contribute to superior performance are market orientation, branding and innovation or new product development.

Examining the contribution of brand management, innovation and market orientation is also consistent with Kay's (1993) framework for corporate success in which competitive advantage is based on reputation (brand), innovation and architecture (internal and external relationships such as relationships with customers and competitors and within the organisation that constitute the market-oriented behaviour captured by market orientation). Additionally, innovation and market orientation are valuable reminders of Drucker's (1974) assertion that the two primary functions of any firm are to create and keep customers. Brand management represents the other marketing activities of the firm (product, service quality, price, promotion) and is particularly important given the intangible nature of services. Together, these three sources of competitive advantage capture the primary market-related sources of advantage that enable service organisations to be more responsive to changing customer requirements and competitive threats and to achieve superior performance.

The development of both competitive and marketing strategy is underpinned by the type of the competitive advantage an organization is seeking to create for customers. A review of literature reveals a variety of different views on how competitive advantage could be created. The views Kotler et al, 2004. Kotler,2004 identifies three distinct conditions which must occur for sustainable competitive advantage to exist. First, customers must see a distinct difference between a company's product or service and those offered by competition. The distinct differences need to be in the attributes of a product or service for example additional features or faster service. In addition to ensure differentiation has breath it also requires depth. If an organizations differentiation has depth then customers will be likely to switch to competitors as a result of minor attributes changes by the competitors. Hence ensuring customers commitment and loyalty to the business is important and a key-stand of managing stakeholders successfully.

The second condition Kotler,2004 identified is the existence of a capability gap between an organization and its competitors. A capability gap prevails when the activities which create the differentiated products or services and their delivery can be performed by organization, while competitors struggle to achieve the same differentiation .Finally the competitive advantage must be sustainable, meaning the attributor and gap must be enduring. This is difficult to achieve with many and differentiated goods being easily copied by competitors.

Producers of patented protected products or technologies have sustainable competitive advantage but only until the patent runs out or a new product or technology renders the patent protection worthless. There are many methods of achieving competitive advantage and the main one that the researcher is interested in is strategic brand promise. Sometimes referred to as image or perceived differentiation. Image differentiation is defined by Kotler et al ,2004 as being based on a customers' perceptions of a brand or image. The image or perception of an organization and its brands, if strong and lasting is likely have taken along time to develop. The strength of the image, its lifetime, its creativity and how long it is used for promoting and targeting the product or service in different market segments are good indicators of the success of the image.

Organisations cannot predict today the most appropriate competitive strategy for competing tomorrow. Hence it makes a company to have a competitive strategy which acknowledges that the environment in which it is implemented is constantly changing. Companies often base decisions concerning competitors apparent intentions to operate in particular market places in specific ways and not on hard evidence. Herein lies the danger of accompany implementing an expensive competitive strategy based on presumptions about a competitors behaviour and may choose to do nothing, maintain an existing competitive strategy or follow a completely new and different strategy.

Furthermore it should be born in mind that competitors learn from each others' successes and failures Ansoff(1991) . Consequently it is important for companies to have a robust framework for generating and evolving original ideas which feed in to the development of competitive strategy rather than just following the nearest rival. Additionally the development of unique competitive strategy is more likely to lead to a sustainable competitive advantage that is more difficult for rivals to copy.

The aims of generating evolving and developing a competitive strategy are two field: first to keep the company a head of its competitors in the market place and second to make it as difficult as possible for rivals to copy the competitive strategy. Achievement of those aims should allow a company to stay ahead in the market place and benefit from its competitive strategy in relative long run. Companies should seek to achieve a balance between continuity of a current strategy and responsiveness to difficulties and change in the external environment citation

2.3. Corporate Brand Promise

Little research work has been done on the concept of corporate brand promise although a thorough review of literature reveals that the term corporate brand promise has been used loosely to mean the creation of corporate brand identity. The researcher shall labour to build the concept from a review of wide a ray of studies on corporate brand and branding in general.

Corporate brand is an intangible asset of a company .The term corporate brand is new but the subject matter is not. For example, corporate brand or corporate brand identity (CBI) has been studied by many disciplinary areas such as accounting, economics, and marketing although different terminologies have been used to mean corporate brand or reputation (such as company or store image, personality, identity). Conceptually, they are all thought to overlap and be redundant. This might be either because these studies had similar objectives or used the same fundamental terms (Patterson, 1999). Clearly, from all the ongoing research, this is a relevant multidisciplinary area under scrutiny (Fombrun and Van Riel, 1996).

It is only recently that the term ‘corporate branding’ has emerged and has captured many academics’ and practitioners’ attention, as it is claimed that research is now shifting from product to corporate branding. The company and its corporate and product brands can help to substantiate the credibility of the firm’s corporate image (Dowling, 1986). In companies, brand architectures exist in three basic levels, namely corporate, business unit, and product or service level. Of these, product branding has been studied in marketing discipline over decades. Corporate branding, on the other hand, has become a buzzword of 2000s and is one of the most discussed phenomena both among academics and practitioners nowadays.

Often, corporate brand is defined following product brand definition by American Marketing Association: a brand is “a name, term, sign, symbol or design or combination of them, intended to identify the goods or services of one seller or group of sellers and to differentiate them from those of competition”. According to Christodoulides and de Chernatony (2004, p.239), “brand is a cluster of rational and emotional values that enable stakeholders to recognise a promise about a unique and welcome experience”. In order to understand how a consumer assesses a brand, it is suggested that the consumer may follow a hierarchy sequence. That is, the consumer may emphasise the rational (or functional) values first. They then progress to a higher level i.e. the emotional values. This progression represents a hierarchical structure in a consumer’s brand knowledge (de Chernatony and Christodoulides, 2004, p.240).

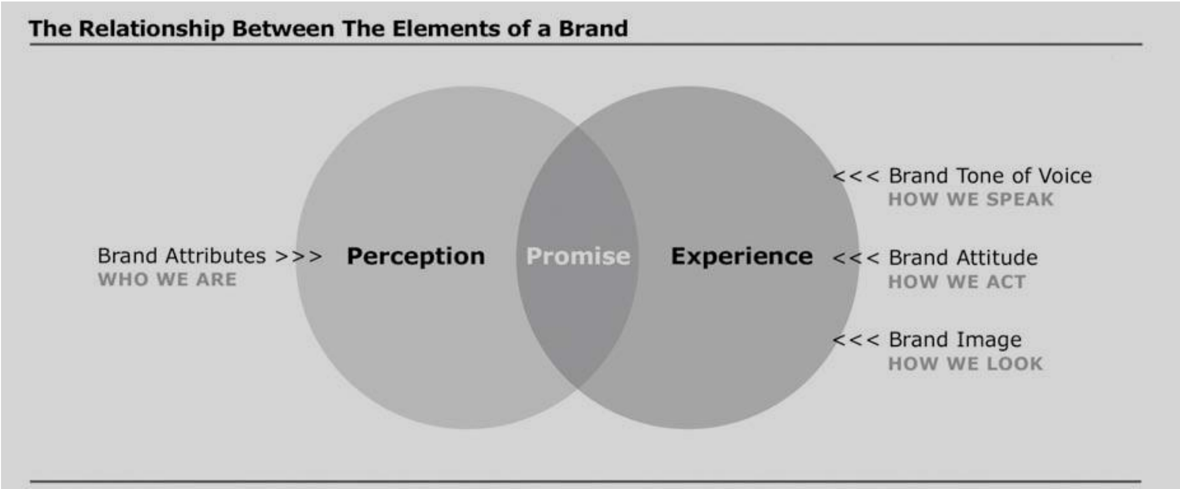
Corporate branding, on the other hand, can be defined as “a systematically planned and implemented process of creating and maintaining a favourable image and consequently a favourable reputation for the company as a whole by sending signals to all stakeholders and by managing behaviour, communication, and symbolism" (Einwiller and Will 2002, 101). According to Knox and Bickerton (2003), marketing perspectives towards branding have evolved from the principle of the primacy of customer demand. This views the brand as a strategic resource, which can be used to guide the business processes that generate brand value for customers (Urde, 1999). Early attempts at brand management concentrated on creating a positive brand image (Boulding, 1956) in the mind of customer. This idea was followed by the development of brand positioning in the minds of existing and potential customers (Ries and Trout, 1982). The concepts of positioning and "unique selling proposition", together with 4Ps, have been the main building blocks of product brand marketing since the early 1960s (cf. Knox and Bickerton, 2003).

Corporate branding studies also have multidisciplinary roots, where focus has been mainly in the organisation concentrating on the organisational processes of company image formation. (Bickerton, 2000; Knox and Bickerton, 2003) The multidisciplinary perspective has developed from corporate image, corporate personality (e.g. Olins, 1978), and corporate identity (e.g. Balmer, 1998; Stuart, 1999) and turned towards corporate marketing (Balmer, 2001; Balmer and Gray, 2003; Balmer and Greyser, 2006).

When comparing to the traditional product branding, literature on corporate branding emphasizes the importance of brand values (Urde, 1999). According to Urde (2003) developing a brand is synonymous with developing the core values. Core value is dynamic, rather than an inactive description. Corporate branding has been identified as the way in which an organization communicates its identity (Kay, 2006). According to Urde (2003), a brand's identity is developed as a continual and ongoing interaction between the identities of the organization and the customers. The core values summarize the brand's identity (Urde, 2003). According to Balmer (2001), the core of the corporate brand is an explicit covenant, a promise, between an organization and its key stakeholder groups. This promise, or value proposition, is communicated via multiple channels, and is experienced through the services, products and staff (Balmer and Gray, 2003). The vision and culture of the company are part of the value proposition communicating the brand values.

Different schemes of branding are constructed by practitioners based on the size, scale, and complexity of different branding development cycles and scenarios (Wheeler, 2003). The scheme in Figure 1 presents the relationship of three key elements of a brand: brand perception of customers, brand experience by customers, and brand promise to customers. Brand attributes are key components that create the perception of the company—who we are; they are the qualities or characteristics that the brand should personify in the way it interacts with its customers and employees. Brand tone of voice, brand attitude, and brand image are the three main components that evoke the customer's brand experience. When perception and experience of the components that evokes the customer's brand experience and when perception and experience of the brand resonate and are in balance, a core promise is stated. A brand promise statement embodies the essence that sums up the total customer experience. Ultimately, how the brand speaks, how the brand acts, and how the brand looks are keys to the success of a branding program.

Figure1: Scheme of Branding



Source: Travis (2000)

2.4. Corporate Brand Promise as a Competitive Strategy

Within marketing, branding and corporate identity/brand promise studies, there is a growing awareness that corporate brands can increase the company's visibility, recognition and reputation in ways not fully appreciated by product-brand thinking. The corporate brand promise contributes not only to customer-based images of the organisation, but to the images formed and held by all its stakeholders, including: employees; customers; investors;
suppliers; partners; regulators; special interests; and local communities. Competitive advantage is realized based on three factors: the firm's marketing strategy, implementation of this strategy and the industry context (Porter's model). An important component of firm's marketing strategy is relationships-relationships with customers, channel members and with competitors.

A question begs as to how a sustainable competitive advantage for the corporate brand promise can be achieved through a unique organisational culture, reflecting the aligned values of employees (Pringle and Thompson 2001). The new focus is no longer just on defining an externally-centred promise, but also considers whether and how staff can be orchestrated to be genuinely committed to delivering the promise. The increased interest in corporate brand promise brings with it the challenge of co-ordinating all the value-adding activities to deliver integrated brands.

Staff are being recruited not just based on their intellect and functional knowledge but also because of the extent to which their values align with the brand (Kunde 2000). There is increasing realisation of the waste generated spending large sums promoting brand promise which staff are not committed to delivering and by recruiting staff whose values align with the brand promise. Harris and de Chernatony (2001), have all argued that employees are key to building relationships with all the company's stakeholders as well as contributing to the meaning of the brand promise (i.e. by expressing to others who we think we are as a company). In relation to external stakeholders, it has been suggested that knowledge of communication processes can expand and improve brand promise relationships, making companies recognise their interactivity with stakeholders in everything they do and do not do.

Some marketing researchers have claimed that a strong corporate brand promise has significant impact in creating positive consumer perceptions of existing products and new product extensions. Others claim that corporate brand promise brings to marketing the ability to use the vision and culture of the company explicitly as part of its unique selling proposition as suggested by Knox et al. (2000) and Knox and Maklan (1998), as part of its unique organisational value proposition. In addition, Balmer (2001) noted the importance of corporate brand promise to a multiplicity of stakeholders (i.e. customer attractiveness, investor confidence and staff motivation).

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter sets out the research methodology that was adopted so as to answer the questions stated in chapter one of this study and meet the objectives thereof. It also articulates the research design, the population of interest, data collection instruments and data analysis techniques that were used.

3.2 Research Design

The proposed research design for this study is a cross sectional survey. Donald and Pamela (1998) observe that a cross sectional survey design is concerned with finding out who, what, which and how of a phenomenon. The survey is preferred to a case study that would call for observations of characteristics of individual commercial banks.

3.3. Population

The target population of interest was all registered commercial banks operating in Kenya. The commercial banks were as listed in the banks and financial institutions directory (Appendix II), obtained from the Central Bank of Kenya as at June, 2012. With 44 banks the whole population were interviewed hence census survey.

The study was carried out in Nairobi. Nairobi is chosen as the area to be covered by the study mainly due to the fact that all the commercial banks have their Head Offices in Nairobi where the researcher can reach various banks conveniently and where corporate decisions are made.

3.4. Data Collection

The names and addresses of Commercial banks In Kenya were obtained from the Central bank of Kenya as outlined in the banks and financial institutions directory. Primary data that is quantitative and qualitative was collected from primary sources through a structured questionnaire (Appendix I), self administered to the Corporate level management of all commercial banks and augmented using face to face interviews. The Corporate level management was preferred as respondents because they are the ones involved in the strategy formulation and implementation processes in their organizations. The questionnaire consisted of both open ended and close ended questions.

Face to face interviews were considered appropriate because it gives the researcher an opportunity to interact with the respondent and get an optimal response rate while allowing for review of the questionnaire for completeness in responses at the end of each session. Electronic communication was also used to hasten the process. Secondary information was obtained to reinforce collected data through desk research on review of bank's strategy documents, stock market reports and banks' annual reports. The information attained was used compare the results from primary data from questionnaires.

3.5. The Response Rate

The study targeted 44 banks in collecting data with regard to identify the corporate brand promises used by commercial banks in Kenya and how commercial banks apply Corporate Brand Promise as a basis of building competitive advantage. From the study, 36 respondents out of the 44 sample respondents filled-in and returned the questionnaires making a response rate of 81.2% and since the response rate was more than 60% of the sample size, the data could be further analysed. This reasonable response rate was achieved after the researcher made physical visits to remind the respondents to fill-in and return the questionnaires and as well as electronic mails reminders.

3.6. Data Analysis

Data cleaning was undertaken to ensure that all questions are filled and done so correctly. It included consistency check to ensure that instructions are followed especially for routing questions.

The study being descriptive in nature therefore used descriptive statistics including percentages that was used to summarize and reflect the relative weight of phenomena. Frequency distributions were used to examine the pattern of responses. The analysed data was then presented in tables.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS & INTERPRETATION

4.1 Introduction

This chapter analyses the results of the data obtained through the questionnaire, discusses those results and the interpretation. The results are presented using descriptive statistics and factor analysis.

4.2. Profile of Respondent's Bank.

This section analysed the profile of respondents' banks in terms of their period of existence and classification in regard to ownership. This is important to researcher as it provides clear understanding of banks within the industry and to find out if these two aspects have an influence on the development of CBP

4.2.1 Period of existence

The information of how long the bank has been in existence was captured by asking respondents to tick the number of years in three categories namely; less than 5 years, 6-10 years and above 10 years to which their bank has been in existence in Kenya. The results were as in the table below:

Table 4.1: The period the Bank has been Operating in the Country

	Frequency	**Percentage**
Less than 5years	0	0
6-10 years	3	8.3
Over 10 years	33	91.7
Total	**36**	**100**

Source (survey data 2012)

It was established from the study that majority of the respondents (91.7%) indicated that their banks have been operating in the country for over 10 years followed by mere 8.3% of the banks which have been operating in the country for a period between 6-10 years and none for less than five years. From the results it can be concluded that majority of respondents banks in Kenya have been in existence for over ten years which is a clear show that the banking industry in Kenya is well established.

4.2.2 Classification of respondents' organization in regard to ownership

This section explains the classification of respondents' banks in regards to size and ownership. The researcher classified this in 3 categories in terms of large domestic banks, subsidiaries of foreign banks and small privately ownership banks. It tries to explain if there is any relationship of size and ownership to existence of CBP within such organizations. Respondents were required to tick which category their banks fall in terms of size and ownership. The results were as below in the table

Table 4.2: Classification of respondents' organization in regard to ownership

	Frequency	**percentage**
Large Domestic Bank	16	44.4
Subsidiaries Foreign Bank	8	22.2
Small Privately Owned	12	33.3
Total	**36**	**100.0**

Source (survey data 2012)

From the Table 4.2 above, it was established that 44.4% of the respondents indicated that their banks Large Domestic Bank, 33.3% of the respondents indicated that their banks were Small Privately Owned and the 22.2% of them indicated theirs were Subsidiaries Foreign Bank. From the results it became clear that most respondents' banks are large domestic banks which has CBP well pronounced and aligned to vision and mission of the organization

4.3 Corporate Brand Promise Development.

This section explains the various aspects of CBP in the respondents' banks in terms of existence, mode of development, period of existence and reason for development. It also looks at the change if ever been done to CBP and reason for change as well as the rating of current CBP compared to peers in the market. CBP being the major concept in the study this section is important as it looks at all aspects in relationship to competitive advantage.

4.3.1 Existence of CBP

This study sought to find out if CBP exists within the respondent's bank and what their CBP is.

Table 4.3: Respondents' responses if their bank had Corporate Brand Promise

	Frequency	**Percentage**
Yes	34	94.4
No	2	5. 6
Total	**36**	**100**

Source (survey data 2012)

The study established that majority (94.4%) of the respondents agreed that their bank had Corporate Brand Promise while the rest indicated that they did not have one as indicated in the Table 4.4. From the above results if can be concluded that majority (94.4%) of respondents' bank have CBP which they clearly expressed as per attached appendix II at the end of this study evidence that CBP is important to these organizations.

4.3.2 Mode of CBP development

This is important as it influences how CBP will be embraced by staff in the organization. The respondents were requested to indicate the development mode of their CBP. The study sought to determine the persons who are responsible for the developing CBP in the banks.

Table 4.4: Mode of CBP development

	Frequency	**Percentage**
Executive Retreats (Top Management)	9	25
Management Retreats (Senior & Middle Management)	21	58.3
Consultative Workshop (all involved)	6	16.7
Total	**36**	**100**

Source (survey data 2012)

It was established that majority (58.3%) of the respondents indicated that Senior & Middle Management of the banks were involved in the formulation of the CBP while 25% indicated that the Top Management were involved and 16.7% of the respondents indicated that all were involved in the process. It was concluded that majority of CBP are developed from management retreats which is a mixture of senior and middle management cadres. These two groups take care of both top most and lower levels and they understand the working of the organization. When done with "all involved" decision making may take long and when done at the top majority of important stakeholders may be excluded.

4.3.3 Period of existence

The study sought to determine the relationship on the period of existence of the bank and CBP. Some organization might have been in existence for long with no CBP. This relationship will determine the importance of CBP as competitive advantage in the industry. The results were attained as below:

Table 4.5: The period the CBP has been in existence

	Frequency	**Percentage**
Less than 1 year	0	0
Between 1-2 years	7	19.4
Over 5 years	29	80.6
Total	**36**	**100**

Source (survey data 2012)

It was established from the study that majority (80.6%) of the respondents indicated that the CBP has been in existence for more than five years while 19.4% indicated that it has been in the existence for a period of between 1-2 years while none of the respondents indicated that the CBP had been in the existence for less than one year. Majority of respondent's banks have had their CBP for over 5 years. This was so mostly with large domestic banks which have been in existence for over 10 years.

4.3.4 To determine if CBP has ever been changed.

The study sought to determine if respondents' banks have ever changed their Corporate Brand Promise. Respondents were given options for Yes or a No.

Table 4.6: Changes of CBP

	Frequency	**Percentage**
Yes	26	72.2
No	10	27.8
Total	**36**	**100**

Source (survey data 2012)

From the table 4.7 above, it was established that majority of the respondents (72.2%) indicated that their respective banks has ever changed their Corporate Brand Promise while the 27.8% indicated that their banks had not changed since their inception. The results point to facts that (BP) must be aligned to new mission and vision of the organization as well new strategy to tackle competition.

4.3.5 Reason for change

The study sought to determine the main reason that influence the banks to change their CBP.

Table 4.7: Main reason for the change of the CBP by the respondents' banks

Response	Frequency	**Percentage**
Been in existence for long/outlived	4	11.1
Company Policy to change after particular period	3	8.3
Competition	18	50.0
Enhance performance.	11	30.6
Total	36	100.0

Source (survey data 2012)

Out of those respondents that indicated that their banks had changed their CBP, 50.0% cited that competition was the main reason that made them to change their CBP, 30.6% of the respondents indicated that it was meant to enhance the performance of their respective organizations while 11.1% cited that the CBP has been in existence for long/outlived. 8.3% indicated that it was Company Policy to change after particular period. The results points to the fact that CBP is driven by competitive advantage that organization need to create.

4.3.6 What stage to develop/ launch CBP

The study sought to determine at which stage the organization should Corporate Brand Promise be developed/ launched.

Table 4.8: Stage to develop/ launch CBP

	Frequency	**Percentage**
Time of incorporation	9	25.0
Anytime	3	8.3
When experiences stiff competition	22	61.1
when deem fit by top management	2	5.6

Source (survey data 2012)

It was determined that 25.0% of the respondents indicated that it should be incorporated at the launch/opening of the organization, 5.6% of the respondents indicated that it should be developed when when deem fit by top management while 61.1% indicated that it should be launched When the organization experiences stiff competition. The issue of competition is the key to existence of CBP as the results indicate.

4.3.7 How Corporate Brand Promise has been communicated to the staff and the public.

The study sought to determine the how Corporate Brand Promise was communicated to the staff and the public.

Table 4.9: How Corporate Brand Promise has been communicated to the staff and public.

	Frequency	**Percentage**
Excellent	22	61.1
Good	12	33.3
Satisfactory	2	5.6
Poor	0	0.0
Total	**36**	**100.0**

Source (survey data 2012)

Majority of the respondents (61.1%) indicated that it was excellent,33.3% indicated that the CBP was well communicated and a mere 5.6% of the respondents cited that it was done Satisfactory. Good communication made both staff and public to embrace CBP.Respodents who understands the concept of CBP were ones where communication was well executed.

4.3.8: How often should CBP be changed

The respondents were requested to indicate their opinion on how often CBP should be changed in terms of number of years that it has been in existence.

Table 4.10: How often to change Corporate Brand Promise

	Frequency	**Percentage**
Yearly	2	5.6
After every 2 years	13	36.1
After every 5 years	16	44.4
Not changed at all	5	13.9
Total	**36**	**100.0**

Source (survey data 2012)

It was established from the study that 13.9 % of the respondents indicated that Corporate Brand Promise should not be changed at all, 44.4% who indicated that the CBP should be changed be after every 5 years. 36.1% of the respondents indicated that the companies/firms should change Corporate Brand Promise after every 2 years and a mere 5.6% indicated that the firms should be changed yearly. The respondents were requested to give their opinion on how often CBP should be changed. From the results, it shows that after every 5 years which reflects how most of the respondent's banks change their strategies hence CBP should be aligned to strategies plans within the organization. .

4.3.9 Rating of Current CBP with Peers in the Market

The respondents were requested to indicate their opinion on the rating of their current CBP within their peers within the industry.

Table 4.11: Respondents ratings of their current Corporate Brand Promise with peers in the market

	Frequency	**Percentage**
Excellent	14	38.9
Good	18	50.0
Need improvement	4	11.1
Total	**36**	**100.0**

Source (survey data 2012)

It was determined that majority (50%) indicated that their current Corporate Brand Promise with peers in the market was well/ good rated, those who indicated that it was excellent were 38.9% and 11.1% indicated that it needed improvement. From the results conclusion can be made that over 80% of the respondents believe they have good CBP which puts them above their peers in the market with main aspect here being a competitive advantage.

4.4 Relationship between CBP and Competitive Advantage

Since the two concepts forms the basis in this study it is important that this relationship is determined at this stage.

4.4.1: Extent the respondents' banks' CBP has created competitive advantage

The respondents were requested to give their opinion on to which extent Corporate Brand Promise has created Competitive advantage among the peers in the industry.

Table 4.12: Extent the respondents' banks' CBP has created competitive advantage

	Frequency	**%**
Excellent	14	38.9
Good	18	50.0
Need improvement	4	11.1
Total	**36**	**100.0**

Source (survey data 2012)

It was determined that majority (50%) indicated that their current Corporate Brand Promise with peers in the market was well/ good rated, those who indicated that it was excellent were 38.9% and 11.1% indicated that it needed improvement.

4.4.2 Comparison of the present and the previous Corporate Brand Promise as a competitive strategy

The study sought to compare between the present and the previous Corporate Brand Promise as a competitive strategy for those banks who had changed it.

Table 4.12: Comparison of the present and the previous Corporate Brand Promise

	Frequency	**%**
Present is better	8	80
Previous was better	2	20
Same	0	0
Total	**10**	**100**

Source (survey data 2012)

. It was determined that 80% of the respondents indicated that the Present CBP was better as compared with their former while 20% of the respondents indicated their former was better than their present one.

4.4.3: Influence of CBP to various aspects of competitive advantage

Respondents were given aspects of competitive advantage to indicate their opinion of CBP influence on the same.

Table 4.13: Influence of CBP to various aspects of competitive advantage

	Mean	SD
Building confidence among staff	4.5642	0.2243
Attracting new customers	4.9416	0.1689
Retaining existing customers	4.5682	0.7833
Creating awareness on what we stand for	4.7174	0.3471
Sustained good performance	3.4783	0.97575

Source (survey data 2012)

On the statement pertaining that the CBP, building confidence among staff, the respondents agreed as it was indicated by the mean of 4.5642 with standard deviation of 0.2243 while they also strongly agreed on the statement that CPB has increased the extent on the attracting new customers to the bank as the mean of 4.9416 was obtained. Regarding to the view that the CBP has facilitated in the retaining existing customers, the respondents agreed as was indicated by the mean of 4.5682 while they strongly agreed on the view that the CPB enhanced in the creation of awareness on what they stand for, indicated by the mean of 4.7174. A mean of 3.4783 was obtained on the statement that CBP assisted in the sustaining good performance of the respective banks and this indicated that the respondents were undecided. From the results the study confirmed creating competitive advantage comes with attracting new customers hence enhanced performance. Respondents pointed out that competitive advantage is positively influenced by CBP.

4.5 Discussion of Findings

The study was to determine the application of CBP as a basis of competitive advantage in the banking industry in Kenya. The study that targeted all banks in Kenya managed to get 36 respondents from the questionnaires sent out. From the findings the study was able to identify CBP for all the 34 respondents' banks as per attached appendix II attached with only 2 responding a negative. Most of these CBP were short and clear compared to the previous ones that they had changed from. Most of the respondent's banks had changed the CBP in a span of every 5 years to align them to the new strategic plans as well as mission and vision of the organization.

It was also confirmed as was with the previous studies in this area that CBP creates competitive advantage to these banks that have them within the industry. Most of the previous studies (Asewe, 2010 and Assara 2009) had pointed out other concepts that create competitive advantage among commercial banks in Kenya. It was determined that CBP is developed with a major purpose of creating competitive advantage for the firm. This enhances their performance by attracting new and retaining existing customers.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents discussions of the key findings presented in chapter four, conclusions drawn based on such findings and recommendations there-to. This chapter is, thus, structured into discussions, conclusions, recommendations and areas for further research.

5.2 Summary of the findings

Majority (94.4%) of the respondents agreed that their bank had Corporate Brand Promise while the 5.6% indicated that they did not have one most probably due to ignorance on what Corporate Brand Promise is. 58.3% of the respondents indicated that Senior & Middle Management of the banks were involved in the formulation of the CBP while 25% indicated that the Top Management were involved and 16.7% of the respondents indicated that all were involved in the process. Majority (80.6%) of the respondents indicated that the CBP has been in existence for more than five years while 19.4% indicated that it has been in the existence for a period of between 1-2 years while none of the respondents indicated that the CBP had been in the existence for less than one year.

Regarding the statement that if the respondents' banks have ever changed their Corporate Brand Promise 72.2% indicated that they had changed it while the 27.8% indicated that their banks had not changed theirs. Out of those respondents that indicated that their banks had changed their CBP, 50.0% cited that competition was the main reason that made them to change their CBP, 30.6% of the respondents indicated that it was meant to enhance the performance of their respective organizations while 11.1% cited that the CBP has been in existence for long/outlived. 8.3% indicated that it was Company Policy to change after particular period.

It was determined that 22.2% of the respondents indicated that the main reason why Corporate Brand Promise exists in their organizations was to attract more customers. Creating competitive advantage was indicated by 27.8% of the respondents while 13.9% indicated that the CBP existed to build confidence within employees and 38.9% cited that the CBP was present for improving organizational performance. 41.7% of the respondents indicated that Corporate Brand Promise created competitive advantage to their bank among its peers to a great extent, 30.6% indicated that it did to a very great extent. 27.8% of the respondents indicated that the CBP created competitive advantage to your bank among its peers moderately while none indicated it did to a low extent.

The study determined that 25.0% of the respondents indicated that it should be incorporated at the launch/opening of the organization, 5.6% of the respondents indicated that it should be developed when when deem fit by top management while 61.1% indicated that it should be launched when the organization experiences stiff competition. Majority of the respondents (61.1%) indicated that CBP was excellently communicated , 33.3% indicated that the CBP was well communicated and a mere 5.6% of the respondents cited that it was done Satisfactory.

It was established from the study that 13.9% of the respondents indicated that Corporate Brand Promise should not be changed at all, while majority (44.4%) who indicated that the CBP should be changed be after every 5 years. 36.1% of the respondents indicated that the companies/firms should change Corporate Brand Promise after every 2 years and a mere 5.6% indicated that the firms should be changed yearly.

On the statement pertaining that the CBP, building confidence among staff, the respondents agreed as it was indicated by the mean of 4.5642 with standard deviation of 0.2243 while they also strongly agreed on the statement that CPB has increased the extent on the attracting new customers to the bank as the mean of 4.9416 was obtained. Regarding to the view that the CBP has facilitated in the retaining existing customers, the respondents agreed as was indicated by the mean of 4.5682 while they strongly agreed on the view that the CPB enhanced in the creation of awareness on what they stand for, indicated by the mean of 4.7174. A mean of 3.4783 was obtained on the statement that CBP assisted in the sustaining good performance of the respective banks and this indicated that the respondents were undecided.

5.3 Conclusions

From the study it can be concluded that it is very critical for the banks and the other various firms to have their own Company Brand Promises as they promote a positive image of the organizations to the public and increases their competitive advantage by attracting new customers, retaining existing customers and CBP enhance awareness on what they stand for and these parameters are very important in the growth and the expansion of the organizations.

The Company Brand Promises should be reviewed occasionally in order to make it suit the companies' motto as well as the vision & mission of the each organization.

5.4 Recommendations

It can be recommended from the study that the banks/organizations should bear a Company Brand Promises which should reflect their mission and vision and the goals that wants to achieve. The CBP should be reviewed occasionally so as they can be portray the changing environment in which the companies are as well as having a competitive advantage over other rival firms in the industry.

5.5 Suggestions for further study

The study examined how the corporate brand promises are used by commercial banks in Kenya and the determining how commercial banks apply Corporate Brand Promise as a basis of building competitive advantage. To this end therefore the same study should be carried out in other organizations to find out if the same results would be obtained. The study used a sample size of 44 banks and thus the study suggests that for other studies dealing with the same, a larger sample size should be used.

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APPENDICES

APPENDIX I: QUESTIONNAIRE

SECTION A: ORGANIZATION PROFILE

1. Name of your bank……………………………………………………

2. How long has your bank been in existence?

   ☐ Less than 5years

   ☐ 6-10years

   ☐ Over 10years

3. How would you classify your organization in regard to ownership?

   ☐ Large Domestic Bank

   ☐ Subsidiaries Foreign Bank

   ☐ Small Privately Owned

4. What is your position in the bank?

   ☐ CEO/MD

   ☐ Head of Dept

   ☐ Functional Manager

   ☐ Any other specify………………………………..

SECTION B: CORPORATE BRAND PROMISE & COMPETITIVE ADVANTAGE

5. What is your bank's Corporate Brand Promise?

- ☐ Here For Good
- ☐ Making the Difference
- ☐ One Life One Bank
- ☐ We are you
- ☐ Making the Difference
- ☐ Any other specify……………………………………………….

6. What is the mode of its development?

- ☐ Executive Retreats (Top Management)
- ☐ Management Retreats (Senior & Middle Management)
- ☐ Consultative Workshop (all involved)
- ☐ Others specify…………………………………………….

7. For how long has it been in existence?

- ☐ Less than 1 year
- ☐ Between 1-2 years
- ☐ Over 5 years

8. Have you ever changed your Corporate Brand Promise?

- ☐ Yes
- ☐ No

9. If yes, what was the main reason for the change?

- ☐ Been in existence for long/outlived
- ☐ Company Policy to change after particular period
- ☐ Competition
- ☐ To enhance performance
- ☐ Any other……………………………………………………….

10. Please rank the following in ascending order (1 being main reason) why Corporate Brand Promise exist in your organization?

- ☐ Create competitive advantage.
- ☐ Attract more customers.
- ☐ Build confidence within employees.
- ☐ Improve organization performance.
- ☐ Any other (specify)…………………………………………..

11. From your opinion, to what extent has Corporate Brand Promise created competitive advantage to your bank among its peers?

- ☐ Extremely
- ☐ Greater extent
- ☐ Moderately
- ☐ No impact

12. From your opinion how do you compare the preset and the previous Corporate Brand Promise as a competitive strategy?
    - ☐ Present is better
    - ☐ Previous was better
    - ☐ Same
13. At what stage of the organization should Corporate Brand Promise be developed/ launched?
    - ☐ Time of incorporation
    - ☐ Anytime
    - ☐ When experiences stiff competition
    - ☐ When deem fit by top management
    - ☐ Any other……………………………………………….
14. Please rate how your Corporate Brand Promise has been communicated to staff and public.
    - ☐ Excellent
    - ☐ Good
    - ☐ Satisfactory
    - ☐ Poor

15. From your opinion how often should Corporate Brand Promise be changed?

- ☐ Yearly
- ☐ After every 2 years
- ☐ After every 5 years
- ☐ Not changed at all

16. How do you rate your current Corporate Brand Promise with peers in the market?

- ☐ Excellent
- ☐ Good
- ☐ Need improvement

17. Please indicate to what extent your CBP has created competitive advantage to your bank compared to peers in the industry.

Please Circle one for each row.	**Not at all**	**Some Extent**	**Great extent**
a) Building confidence among staff	☐	☐	☐
b) Attracting new customers	☐	☐	☐
c) Retaining existing customers	☐	☐	☐
d) Creating awareness on what we stand for	☐	☐	☐
e) Sustained good performance	☐	☐	☐

APPENDIX II: LIST OF COMMERCIAL BANKS

	Bank	Corporate Brand Promise	Category*
1	African Banking Corporation.	Moneywise Advice	SFB
2	Bank of Baroda Kenya Ltd.		SFB
3	Bank Of India (K) Ltd.	Relationship Beyond Banking	SFB
4	Barclays Bank of Kenya Limited.		SFB
5	Bank of Africa.	As strong as a group As close as a partner	SFB
6	CFC Stanbic Bank Limited.	Moving Forward	SFB
7	Chase Bank (K) Limited.	The Relationship Bank	SPO
9	Commercial Bank of Africa Ltd.		LDB
10	Consolidated bank of Kenya Ltd.	Growing With You	LDB
11	Co-operative Bank of Kenya Ltd.	We Are You	LDB
12	Credit Bank Ltd.	My Friend, My Bank	SPO
13	Development Bank of Kenya Ltd.		SPO
14	Diamond Trust Bank of Kenya.		SPO
15	Dubai Bank Ltd.		SFB
16	Equatorial Commercial Bank Ltd.		SPO
17	Equity Bank	Your Caring, Listening Partner	LDB
18	Ecobank Ltd.	The Pan-African Bank	SFB
19	Family Bank Ltd.	Faster Friendlier Banking	SPO
20	Fidelity Commercial bank Ltd.	Banking Your Way	SPO
21	Fina Bank Ltd.	Your Partner in Growth and Development	SPO
22	First Community Bank Ltd.		SPO
23	Giro Commercial Bank.		SFB
24	Guardian Bank.		SFB
25	Gulf African Bank Ltd.	Excellence. Trust. Together	SFB
27	Habib Bank A.G. Zurich.	Service with Security	SFB

28	Habib Bank Limited.		SFB
29	Imperial Bank Limited.	Looking After Your Interest	SFB
30	Investments & Mortgages (I&M) Bank.	You'll Love the Difference	SPO
31	Kenya Commercial bank Ltd.	Making the Difference	LDB
32	K- Rep Bank.	A Different Kind of Bank, The bank For You	SPO
33	Middle East Bank Kenya Ltd.		SFB
34	National Bank of Kenya.	The Bank Where You Belong	LDB
35	National Industrial Credit Bank.		SPO
36	Oriental Commercial Bank	Discover Banking Pleasure	SPO
37	Paramount – Universal Bank Ltd.		SPO
38	Prime Bank Limited.		SPO
41	Standard Chartered Bank (K) Ltd.	Here for Good	SFB
42	Trans- National Bank Ltd	Innovative and Responsive	SPO
43	United Bank of Africa		SFB
44	Victoria Commercial Bank Ltd.		SPO

Source: Central Bank of Kenya (August, 2010)

***KEY**

LDB-Large-Domestic Bank

SFB- Subsidiaries of Foreign Bank

SPO-Small Privately-Owned Bank (also domestic bank)

** Large or small in terms of balance sheet size and branch network