CONSUMER PERCEPTION OF REPOSITIONING STRATEGY
ADOPTED BY NATION TELEVISION //

BY

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A management research project submitted in partial fulfillment of the requirements of the Masters of Business Administration (MBA) degree of the University of Nairobi.
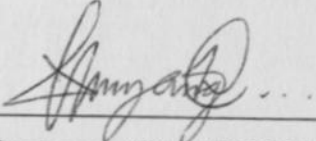
September 2007

DECLARATION

I declare that, this project is my own original work and has not been presented for award of any degree in any university.

Signed: _____ Date _25th/10/2007_

Cromwell Onyango (D/61/P/8304/03)

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

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DEDICATION

To my family who have taught me the importance of commonness of thought and action and the beauty of belonging.

ACKNOWLEDGEMENT

It has been a long journey that would have been difficult and even impossible without God's mercies and blessings.

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ABSTRACT

The objective of the study was to determine the consumers' perception of the repositioning strategy adopted by Nation Television. To satisfy the research objectives the author used a descriptive research design comprising a sample of cross sectional consumers. Primary data was collected using structured and semi-structured questionnaires. The questionnaires were self administered. The target respondents persons who have been exposed to the television station in the period before and after the re-branding exercise. Once the pertinent data were collected the researcher carried out analysis of the same using percentages and frequencies. Where appropriate, the study results are presented in pie charts and graphs.

The results of the analysis revealed that most respondents learnt of the changes through television and newspaper (95% and 71% respectively). The study established from the findings of the analysis that all the respondents were aware of the change of name from Nation TV to NTV (mean score 1.0). The new logo in the NTV logo was known by all respondents (mean score 1.0). The study established that nearly 100% respondents were aware of the change in slogan of the television from Activate Your Vision to Turning On Kenya, (mean score 1.1)

The study found out from the results of the analysis that the respondents perceived well changes that took place in NTV. This is evident from the results of the analysis which revealed that the respondents indicated that they considered strongly that NTV is characterized with the statement that "NTV's new image is appealing" and "the station's new colours are memorable" (mean score 1.9 and 1.8 respectively). The analysis also showed that respondents indicated that NTV was characterized by statements as "the animation of the stations new logo is better than before" and "the station's new-set are modern", (mean score 2.0).

The study recommends that before undertaking the repositioning strategy the

company should inform its consumers of the changes that are expected and explain why it is necessary to reposition.

The first limitation of the study was the fact that it was a sample study. Samples do not completely represent the characteristics of the population. Secondly, the response rate of 95% might have reduced the accuracy of research findings. Lastly, some respondents did not provide all the information thus depriving the study of some required data.

CHAPTER ONE
INTRODUCTION

1.1   Background

Liberalization and globalization of economies has brought about constant changes in the business environment. The environment in which media organizations operate is constantly changing with different factors exerting influence on these organizations. Johnson and Scholes (1999) propose that uncertainty increases when environmental conditions are more complex and dynamic. Today's customers are becoming more and more knowledgeable, their taste, preferences and quality expectations continue to change and this puts pressure on organizations which seek to meet these changing customer needs. Peck et. al (1990) observes that time-based competition has enabled knowledgeable customers to buy products and services from anywhere in the world. Cowley and Domb (1997) say that at any level of the organization, it is important that the needs and satisfaction level of external customers be dealt with first because they "pay the bills" and therefore should be given top priority. To be able to build a competitive advantage, organizations need to examine their environment both external and internal and respond accordingly (Porter, 1985). Coping with the increasingly competitive environment has called on firms to rethink their strategies. Key strategies include marketing strategies which revolves round the marketing mix. Among the key marketing strategies today's organizations need to exploit is positioning. Positioning is important because of the customers changing tastes and preferences.

1.1.1 Consumer perception

Perception may be defined as the mental impression of a stimulus object, what an individual sees in a perceptual field Lazer and Culley (1983). Many cognitive psychologists hold that, as we move about in the world, we create a model of how the world works. That is, we sense the objective world, but our sensations map to percepts, and these percepts are provisional. As we acquire new information, our percepts shift, thus solidifying the idea that perception is a matter of belief. In this, brand strategists and marketers find a viable avenue to influence consumer perception in their favour through targeted messages, superior and relevant product offers and unique use

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experiences. Achieving a satisfactory level of perceived quality has become more difficult as continual product improvement over the years have led to heightened consumer expectations of product quality (Porter, 1998).

Understanding how consumers perceive the product or service is important in the formulation of a brand identity. The brand associations that a brand strategist aspires to create or maintain imply a promise to customers from the organisation. All dimensions of the core identity should reflect the strategy and values of the organisation and at least one association should differentiate the brand and resonate with the customers (Aaker, 2000). Michael Porter defines perceived quality as the customers' perception of the overall quality or superiority of a product or service relative to relevant alternatives and with respect to its intended purpose. Aaker (2000) puts consumer perception high up on the ladder of corporate success with his observation that if customers perceive the brand according to the core identity, the battle is won.

1.1.2 Product positioning

Occasionally, a product may need to be repositioned because of customer tastes or poor competitive performance. Repositioning involves changing the target market, the differential advantage or both. The idea of developing a position for the organisation as a whole rather than for individual products is becoming increasingly important in many markets. Organisational positioning is perhaps most important for markets in which the purchase decision is driven as much by the organisation as it is by the product. Effective corporate positioning requires that an organisation is clear about the groups it is targeting, tailors an approach that addresses several different target groups and is credible and visible.

A repositioning strategy that is incongruent with the needs of a target audience may result in negative consumer perception. Likewise, a positioning strategy or brand identity that addresses the needs and aspirations of the target market will result in increased market share and higher returns on investment, all attributable to a positive consumer perception which creates favourable purchase and use decisions and builds repeat business. While

consumers will obviously position products on the basis of their experience and information, that positioning can be reinforced, or altered by the marketing campaign. Positioning enables an organization to match its marketing mix to customer needs, by identifying key customer requirements which the firm can deliver better than the competition. Consumer perceptions of the product and of competing offerings must be monitored to ensure that the marketing effort is creating and maintaining the desired product position.

1.1.3 The Media Industry In Kenya

The media industry comprises of television, print and radio. Television is served by four main players in the free service namely Kenya Television Network, Nation Television, Kenya Broadcasting Corporation and Citizen Television. Others include East Africa Television which is an entertainment channel and STV. Mnet is the major player in cable or pay-television commanding over 90% of pay-television subscriptions in the region although smaller players such as Arabsat exist. There are 12 registered television operators in Kenya today, the latest entrant being a pay television service, Oxygen Television.

The print media comprises two main players namely Nation and Standard newspapers. Together they command over 80% of the market with Nation enjoying a bigger market share. Other players include People Newspaper, The East African, Nairobi Star, a host of foreign publications and those not in the mainstream referred to as Alternative Press. Radio services are provided by major players such as Easy Fm, Kiss Fm, Capital Fm and KBC Radio. Strong competition also comes from rising media houses such as Citizen which has a host of vernacular stations, East Fm and Classic Fm. In total there are 57 registered radio stations in Kenya today (Waititu, 2007).

Media industry players rely to a great extent on external and internally commissioned viewer research to establish their performance levels vis a vis the competition. The figures arising from these researches form a strong basis for setting their service price levels and bargaining with the advertising agencies for increased business.

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The start-up capital for a television station is very high and this is prohibitive to many potential entrants. Older players in the industry enjoy lower operating costs due to extensive branch network, higher technological capacity which lowers per unit costs of end products. Established media companies enjoy brand loyalty. Their consistency, strong products and services have created credibility and trust in the consumer. On a national scale, the level of rivalry is extremely high between industry players. Intense head hunting between the leading electronic, print and television media is evidence of this. The government of Kenya has a strong policy on requirements to join the industry. The licensing process is rigorous, expensive, time consuming and suffers political influence. It is very expensive for players in the industry to shift their core business across different media operations for example from print to electronic media. This limits the scope of repositioning within the industry. The Kenyan media is one of the largest regionally. With the successive governments relaxing their strangle-hold on the industry, the number of players has increased ten-fold thereby intensifying competition. The products and services provided by the media players are similar in most aspects for example the print and television media target the same market with close to similar products. The print media players have however made an effort at differentiation and market segmentation in the recent past. They diversified their products to attract different market segments and appeal to different demographics for example Pulse and Buzz magazines target the youth, Financial Standard and Business daily target the business community. This differentiation is still internal to the company products. There is yet to be a unique offering across the competition in terms of the markets they target.

1.1.4 NTV Television Station

The Nation Media Group was established in 1960 by His Highness The Aga Khan. Its main business at the time was in print media, the only other newspapers at the time being the Standard and Kenya Times. Over the years NMG has diversified its portfolio to include East African Magazines division which handles True Love and Drum magazines, courier services, Nation Business Directory, online news advertising, television through NTV and radio through Easy Fm and printing services.

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Nation Television was established in December, 1999 as the second private television station in Kenya with an initial reach limited to a 60 kilometer radius covering Nairobi and its environs. It set off to build a national audience with programming and presentation having an African feel. Nation Television had a slow start in building its market share, commanding only 20% of the urban audience and 10% of the national audience five years after its inception.

Television companies like all other firms do not exist in isolation. They are dependent on the environment and to remain competitive, they have to constantly adjust to the changing environment (Porter, 1985; Ansoff & McDonnel, 1990; Pearce and Robinson, 1997; Johnson and Scholes, 1999). In light of expansion to have a countrywide reach, the Nation management undertook a radical brand repositioning in 2005 designed to leverage the station and grow its market share. This involved a complete overhaul of its station's programming to appeal more to the urban audience as this segment was viewed as the high spenders and therefore attracted better advertisement revenues. In taking the KTN competition head-on, Nation Television sought a younger, more vibrant feel and brand identity changing its name to NTV. This acronym was to create a divide between the newspaper services and the broadcasting services. The belief then was that the name Nation was too identifiable with the newspaper division and did not auger well with the intended audiences' perception of television. The paper was seen as hard-edge and conservative. Since the television now aspired for a youthful and outgoing presentation, the name Nation no longer captured this aspiration.

The brand repositioning involved adoption of a new brand identity, complete with a new logo and colour profile (appendix iii, iv and v). The tagline changed from "activate your vision" to "turning on Kenya". "Turning on Kenya" was felt to connect well with the target audience and more appealing to the market. The station hired new presenters for their news bulletins, talk shows and introduced a new line up of programmes with a wider appeal but mainly youthful in its target of between 15 to 35 years. The station redesigned its studios and installed state of the art broadcasting equipment that enabled its use of virtual studio technology. This was the first time the technology was

enabled in East and Central Africa, the only other countries employing this being South Africa and Egypt.

NTV acquired an outside broadcasting (OB) van to enable it do live transmissions. This increased their competitive edge and visibility in the market. The repositioning also involved creation of new audio tracks to buffer the station identity and the local productions such as news, talk shows, cookery and art shows. New graphic templates were designed for on air promotions of programmes and sponsors' boards. Part of this strategy involved adding value to the sponsors and advertisers through more audience friendly layouts and better packaging of commercial material.

1.2 Research Problem

The media industry in Kenya plays an integral role in the socio-economic development of society. It seeks to inform, entertain and educate the audience through various media. The television's audio and visual medium makes it a powerful communication tool able to reach audiences right in their living rooms with images designed to create a desired reaction or influence a particular behaviour.

Following the liberalization of the market in the 1990s, the number of Television stations has increased from one to 12 by 2007 (Waititu, 2007). This means that the competitive environment has tightened and any Television Station which wants to stay a head of the completion must work on new marketing strategies which include positioning. The NTV which enjoyed a 30% share of the urban market in the first quarter of 2007 according to Waititu (2007) undertook a radical brand repositioning in 2005 in order to leverage the growth of the station. Knowing the perception of consumers towards such strategies as positioning enables companies like nation to determine whether the strategies are satisfactory to the target market.

Since the 2005 repositioning strategies, it has become necessary to review its impact with an aim of determining the direction the firm should take in moving forward. A number of Kenyan television stations have undertaken periodic re-branding and occasional repositioning strategies in the past. NTV, as a brand leader in this sector has

not done any study to determine the consumer perception towards its 2005 positioning. This study would enable the company get feedback from the target market and make strides to continuously improve the product they deliver. Counter-strategies by competing stations such as Citizen TV make it necessary for NTV to ascertain its position in the minds of the audience and seek to remain competitive.

Rabah (2000) studied the state of the marketing concept in the television broadcast media in Kenya. A study was also done by Kandie in 2002 on customer perception and expectation of quality service. In 2003, Mwandikwa studied the perception of corporate identity features among retail clients. Chemayiek in 2004 studied the re-branding strategy of Kenya Airways and consumers' perception to it. While these studies have shed some light in positioning strategies pursued by the Kenyan firms, they do not address the consumers perception of repositioning strategies of Nation Television, this means that there is a knowledge gap and it is this gap that the study seeks to address by answering the question; what is the consumers perception on the Nation Television 2005 positioning strategies?

1.3 Objective of the study

The objective of the study was to determine the consumers' perception of the repositioning strategy adopted by Nation Television in 2005.

1.4 Importance Of The Study

The results of the study may be of use to the following:

i.   The study will give insight to the management of Nation Television on how consumers perceive their repositioning strategy and this insight will enable them to improve their repositioning strategy hence competitive advantage.

ii. The findings of this study will give important insight to the other industry players on repositioning strategy. This will help them formulate more appropriate repositioning strategy so that they are not left behind.

iii.   Repositioning is a strategy which can be adopted by any firm in any industry. Other firm's especially those in the service industry can therefore borrow a leaf from the findings of the study which can help them achieve mileage on gaining competitive advantage.

iv.   This study will contribute to the existing body of knowledge on repositioning. It is also expected to stimulate further research in the field of repositioning. This gives boost to the knowledge of the academicians.

CHAPTER

LITERATURE REVIEW

2.1 The concept of strategy

Different authors have defined "strategy" in different ways. Some define the concept broadly to include both goals and means of achieving them. These include Chandler (1962), Andrews (1971), and Chaffee (1985). Others define strategy narrowly by including only the means to achieving the goals. These includes Ansoff (1965), Hofer and Schendel (1978), Glueck and Jauch (1984). The various definitions suggest that the authors gave selective attention to aspects of strategy, which are all relevant to our understanding of the concept. Drucker (1954) was among the earliest authors to address the strategy issue. He viewed strategy as defining the business of a company. Chandler (1962) added to the view taken by Drucker (1954) and defined strategy as, 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.

Chandler (1962) considered strategy as a means of establishing the purpose of a company by specifying its long-term goals and objectives, action plans and resource allocation patterns to achieve set goals and objectives. Andrews (1971) brought together the views of Drucker (1954) and Chandler (1962) in defining strategy. To him, strategy is the pattern of major objectives, purposes or goals and essential policies and plans for achieving these, stated in such a way as to define what business the company is in or is to be in and the kind of company it is or is to be. In this definition, Andrews (1971) introduces an additional dimension that strategy deals with the definition of the competitive domain of the company.

Strategy should specify the competitive posture of the company in the market place. Porter (1980) argued that strategy is the central vehicle for achieving competitive advantage in the market place. The aim of strategy is to establish a sustainable and profitable position against the forces that determine industry competition. Glueck and Juach, (1984) defined strategy as a unified, comprehensive and integrated plan that

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relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization. The authors bring out another dimension that strategy is a consistent unifying and integrative plan for the whole organization. It is meant to provide guidance and direction for the activities of the organization. Glueck and Juach (1984) also view strategy as a company's response to the external environment given the resources the company possesses. Chaffe (1985) directly introduced the element of stakeholder in her interpretative definition of strategy. She viewed strategy as an organization's attraction of individuals in a social contract or a collection of cooperative agreements. Strategy here is seen as a guideline that helps enhance or elicit cooperation from various stakeholders of a company. Such cooperation is essential for achieving company success.

Mintzberg (1987) argued that we cannot afford to rely on a single definition of strategy despite our tendency to want to do so. He proposed five definitions of strategy. To him, strategy could be seen as a plan, a ploy, a pattern, a position and a perspective. As a plan, strategy specifies intended course of action of a company. The strategy is designed in advance of actions and is developed purposefully. As a ploy, it is seen as a pattern emerging in a stream of actions. Here strategy is seen as a consistency in behaviour. The strategy develops or emerges in the absence of intentions. As a position, strategy is a means of locating an organization in its environment. Lastly, as perspective, it consists of a position and of an ingrained way of perceiving the world. It gives the company an identity or personality.

The multiplicity of definitions of strategy suggests that it is a multidimensional concept. No one definition can be said to capture explicitly all the dimensions of strategy. As Mintzberg (1987) argues, in some ways these definitions compete in the sense that they can substitute each other. As such, their complementary nature provides additional insights that facilitate our understanding of strategy. Advances in behavioral thinking were of the view that organizations are made up of people and so behaviour has always been an important factor in management. However, there has been a tendency to

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emphasize analytical aspects of strategy almost to the exclusion of behavioral and political factors.

2.2 The concept of product positioning

After segmentation and market targeting, the next important step in developing an effective marketing strategy is product positioning. Product positioning refers to the way in which an organisation sets itself apart in the market and how its products and services are perceived by the target market. To compete successfully in a target market, an organization must have a differential advantage - this consists of the overall value proposition which a firm offers to its customers. A successful brand identifies the product of a particular organisation as having a sustainable differential advantage (Doyle, 1989). Doyle defines differential advantage as the reason customers have for preferring that brand to competitors' brands. He defines sustainability as an advantage that is not easily copied by competitors and which represents a barrier to entry in the market segment.

The objective of positioning is to generate and maintain a clear value proposition to customers, thus creating a distinctive place in the market for the organization. To be effective, the basic value proposition offered by an organisation must be something that is relevant to the target market, it must be differentiated from the competition and it must be sustainable and communicated clearly to that market. Occasionally, a product may need to be repositioned because of customer tastes or poor competitive performance. Strategy can be viewed as binding defences against the competitive forces or as finding positions in the industry where the forces are weakest (Porter, 1998).

2.3 Product repositioning

To effectively discuss repositioning, its important to establish the place of brands and brand identity as the core of the business entity. A brand is a symbolic embodiment of all the information connected to the product and serves to create associations and expectations around it (Wikipedia, 2006). A brand often includes a logo, fonts, colour schemes, symbols, and sound, which may be developed to represent implicit values, ideas, and even personality. Brand identity is a set of brand associations that the brand

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strategist aspires to create or maintain. The associations imply a promise to customers from the organisation members (Aaker et al, 2000). When realised, the brand identity should help establish a relationship between the brand and the customer by generating a value proposition potentially involving functional, emotional or self-expressive benefits or by providing credibility for endorsed brands.

Knowledge of the company's capabilities and the causes of the competitive forces will highlight the areas where the company should confront competition and where to avoid it (Porter, 1998). In seeking to cut a niche in the market or to increase market share, companies strive to build a unique brand identity. For brand identity to be effective, it should resonate with customers, differentiate the brand from competitors and represent what the organisation can and will do over time (Aaker et al, 2000).

2.3 Types of repositioning strategy

If we are to make good repositioning decisions we need to know what dimensions consumers use to evaluate competitive marketing programs, how important each of these dimensions is in the decision making process, how we and the competition compare on these dimensions and how consumers make choices on the basis of this information (Urban & Star, 1991).

Repositioning strategies take a number of forms. In image repositioning, the product and target market are maintained the same, but the image of the product is changed in a manner deemed competitive, favourable or relevant to the market circumstances and trends (Copeland, 2001). Product repositioning is the second path a strategist may adopt. Here, the product is modified to meet more fully the expectations of the target customer groups. This may involve, for example, making sure that the features of the product offer clear benefits to the customer. Under intangible repositioning, if an organization targets new market segments with existing products but places the emphasis on a different, less tangible aspect of the product offering, it can rejuvenate a brand. This occurred with *Lucozade*, when the energy-giving attributes of the product were reinforced to target a new segment of young adults. In some market sectors, there is a need to change both

product and target market. Moving upmarket or downmarket through the introduction of a new range of products often demands a comprehensive repositioning strategy. This is referred to as tangible repositioning.

2.4 Consumer perception

Lazer and Culley (1983) define perception as the mental impression of a stimulus object, what an individual sees in a perceptual field. They assert that no two individuals will perceive a stimulus in exactly the same way for they do not have the same view of the world. Dalrymple and Parsons (1990) explain perception as the values attached to communications about products received from sales people, friends, advertisements and independent test reports.

The competitive advantage which a firm enjoys may exist not only in relation to the physical attributes of the product itself, but may also relate to the perceived image of the product (Ries & Trout, 1982). In any given buying decision, it is not the facts themselves which are important but the potential buyers' perception of those facts (Baker, 1992). Successful positioning often involves products and services which possess favourable connotations or perceived positive value. It is the perceived image and attributes of an organization or product/service which Ries and Trout (1982) suggest is important in the battle for the minds of target customers. What customers actually believe or perceive will directly influence the purchase decision. If positioning is successful, then the position which an organization seeks to achieve and what customers perceive should be the same. Striking this balance, however elusive, is the target of every business entity seeking to succeed in a competitive environment. Smith and Taylor (2000) quote Michael Dell, the Chief Executive of Dell as saying that his most valuable customers are not his biggest or his most profitable ones, but those that teach him the most. They cite the Chartered Institute of Marketing, UK which defines marketing as the management process responsible for identifying, anticipating and satisfying customer requirements profitably. The place of the customer in the achievement of corporate objectives can therefore not be overstated.

Before an organization establishes a successful position in the marketplace, four key considerations are important; clarity, consistency, credibility and competitiveness. This assertion by Jobber (1995) puts the consumer at the center of any successful positioning strategy which must be clear with regard to both the target market and the basis of competitive advantage, consistent in order to break through the 'noise' level of competing messages, credible in the minds of the target groups and has a distinctive value proposition which is not being offered by the competition.

The image that a brand has in the mind of the consumer, how it is positioned, is probably more important to its ultimate success than its actual characteristics. Marketers try to position their brands so that they are perceived by the consumer to fit a distinctive niche in the marketplace, a niche not occupied by any other product (Schiffman and Kanuk, 1994). The way a brand creates value to the customer will depend on the customer's perception of value. For each individual, reality is a personal phenomenon, based on his or her needs, wants and personal experiences. Schiffman and Kanuk (1996, p.161) contend that although two individuals may be subject to the same stimuli under apparently the same conditions, the way they select them, recognize them and interpret them is an individual process based on each persons own needs, values and expectations. One of the cardinal principles of marketing is that one should always seek to put oneself into the customers' position and analyze the selling proposition from his or her point of view (Baker, 1992). Baker shares the view that not only do individuals differ one from another, they also change themselves over time. Behavior is driven by perception. What the customer thinks what he does and ultimately what he buys is driven by perception inside his mind. Although customers can perceive things differently, the cumulative effect of the company image as perceived through a managed brand cannot be discounted. It therefore follows that successful brand strategies are those that best match their brand offering with the perceptions of the potential buyers in order to turn this potential to actual purchase decisions.

2.4.1 Factors influencing consumer perception

Consumers have more choices to make and more variables affect those choices than

ever before. Consumer experiences touched by a company's marketing, sales, supply chain and operations strategies have an impact on why a consumer does or does not buy from a company (IBM Business Consulting, 2007). Michael Porter (1998) defines perceived quality as customers' perception of the overall quality or superiority of a product or service relative to relevant alternatives and with respect to its intended purpose. The concept of perceived quality is important because with continual product improvement, consumer expectations of product quality have also heightened.

According to Lazer and Culley (1983), self perception is an important determinant of consumer behaviour. Lazer and Culley (1983) see consumers as attempting to maintain and present a favourable self image by accepting experiences that enhance their image, and rejecting experiences that do not enhance their image. In reacting to all kinds of marketing stimuli consumers will more readily accept activities that enhance their real and ideal self-images. Dalrymple and Parsons (1990) call this phenomenon selective attention. They too observe that consumers have frames of reference that they use to simplify the information they are continually receiving. In this sorting-out process, they not only avoid being overwhelmed by their experiences but also selectively sense only parts of their environment. Brand attitudes may not necessarily be based only on functional benefits and product related concerns but may also depend on more abstract, non-product factors in terms of symbolism or personality reflected by the brand (Keller, 1996). An organisations marketing mix will therefore be more effective if it considers consumers' self images and matches or enhances them (Lazer & Culley, 1983).

Consumer perception is also influenced by product or brand images. According to Lazer and Culley (1983) brands whose images best match the consumers' images are more likely to be purchased. Consumers want products not merely for what they can do but also for their symbolic meaning. The perception of the brand image can be as important as the item's actual function or utility. Consumer perceptions change and often vary with age or geographic region. Status symbols also vary over a consumer's life cycle. A sports car may appeal to a young single adult male whereas a home in a prestigious neighbourhood or a leadership position in a charitable organisation will appeal to a

middle-aged and a senior citizen respectively.

The amount of risk buyers believe is associated with a purchase decision affects their behaviour towards and perception of the brand. Individuals will pursue different risk reduction strategies, sometimes unconsciously for example some will buy the most expensive items as an assurance of quality, whereas will buy the least expensive to minimise the shilling investment. Decision-making can be both at a conscious and a subconscious level (Baker, 1992). At subconscious level selective perception determines what information we will admit into our conscious mind while at conscious level it determines how we interpret and use that information.

A strong determinant of consumer perception towards brands is personality. This is the sum total of an individual's patterned characteristics that make him or her unique. Personalities do not tend to change easily or drastically and can be useful in developing product and targeted promotional features.

Consumers may often seek information that is not readily available in the market in shaping their decision to buy a product or service. Such information may come from family, friends or workmates. Those who provide information that influences the consumers' perception and decision to or not to buy are referred to by Dalrymple and Parsons (1990) as opinion leaders or influentials.

2.4.2 Measurement of consumer perception

Communication strategy starts by identifying, quantifying and prioritising the needs, wants and perceived degrees of satisfaction of specific target markets or Key Communications Groups (KCGs). These are the fundamentals, the building blocks of a sound strategy (Webster, 2004). Without the benefit of knowing exactly what perceptions are held by the target market it is difficult to realise the very purpose of a communication program. Perception measurement is thus a key ingredient required for a successful strategy. Webster observes that when it is correctly approached and conducted, perception measurement will yield valuable business intelligence. According

to Michael Baker (1992), perceptual mapping is the establishment and measuring of criteria which permit one to distinguish between similar products competing in the same market segment. He observes that the real benefit of positioning lies in identifying the gap or hole in the marketplace and then filling it.

Perceptual mapping quantifies and prioritises the needs, wants and/or decision criteria and the desired standards of performance of a key communication group. The strategist constructs a map of the products' perceptual space by comparing salient features and benefits with consumer evaluations of how existing brands relate to the ideal (Lazer & Culley, 1983). The marketer is then able to quantify their levels of awareness and the perceptions they hold regarding potential satisfiers of their needs or wants, in comparison with their desired standard of performance. By plotting the positions of existing brands and mapping the preference points, indications can be inferred of possible untapped opportunities and marketing mix variables that can be employed to developed new products or reposition existing ones. Once this is established, the messages to be delivered to the target market are identified and prioritized. Perceptual mapping is used to quantify the awareness and perception shifts achieved by the advertising or communication. In other words, it will track or monitor the effect of the communication in the course of the strategy's implementation. Proper perception measurement actually develops the strategy for you (Webster, 2004). Not only does it identify the messages to be sent, but also prioritises them and indicates the weights that should assigned to them or in other words the frequency and emphasis that should be placed upon them.

Other tools designed to measure perception include the Likert scale developed in 1932. The Likert scale involves asking individuals whether they agree or disagree with a statement and the extent of their agreement or disagreement with the statement. This degree is gauged using five categories; Strongly agree, Agree, neutral / Don't know, Disagree and strongly disagree. The categories have values attached to them and these provide a measurable score. Chemaiyiek (2006) used this tool to assess the consumer attitudes towards the re-branding of Kenya Airways. The Thurstone Scale

technique designed in 1929 is yet another tool that can be used to measure perception. Many statements as possible are collected from different respondents on the issue to be measured. These statements are required to be clear and unambiguous and must distinguish the different perceptions of the respondents. The responses are then grouped according to their similarity in view.

2.4.3 Repositioning strategy and consumer perception

In many competitive markets, consumers are faced with a wide choice of offerings which are near substitutes for each other in terms of performance and cost benefit factors (Baker, 1992). Consumers have therefore to resort to other factors to enable them choose between the products. Customer perceptions are central to the product position especially in relation to the competition's offering. The product or service has to satisfy key customer requirements better than the competition and this perceived advantage has to be clearly communicated to customers so as to put the brand in higher standing on the consumers' preference scale.

Repositioning involves changing the target market, the differential advantage or both. Competitive strategy is about being different. It means deliberately choosing a different set of activities to deliver a unique mix of value (Porter, 1998). A company can outperform rivals only if it can establish a difference that it can preserve. There are three essential ingredients of brand repositioning (McKinsey, 2006). The first of these is relevance in the customer's frame of reference. It is critical that any repositioning strategy resonate with the customer. Securing the customer's "permission" for the positioning is important because it amounts to a reasonable and logical extension in the customer's eyes. Leverage the current brand's benefits to carry customers from the current brand perception to the intended one. This satisfies the aspiration of consumers in seeking better brand offerings. It is also imperative to deliver on the brand's new promise. This means developing the necessary product or service programs to ensure consistent performance against the repositioning with customers.

When a brand repositioning strategy is cognizant of the aspirations of the potential market, a big part of the marketing battle is won. This is because product acceptance in the new market or the acceptance of the differentiated product in the existing market is close to assured. The product or service that has been developed with the consumers' needs or wants accurately served will gain a faster trial and possibly quicker acceptance. Strong brands and brands with clear brand offerings help simplify decision making for the consumers (Baker, 1992). It summarizes the output of the complex process of choice that a buyer has to go through in sifting the numerous communications in the environment. Baker observes that perception plays the important role of protecting us from information overload. He describes selective perception as a phenomenon that leads us to interpret the world in terms of our expectations of it. Because of selective perception the potential benefits of a new product may look very different to the would-be buyer than from its seller's point of view. To appeal to the potential market, we have to build the expectations and aspirations of the target market into the product or service offering.

2.4.4 Meaning and importance of branding

A brand is a distinguishing name or symbol intended to identify the goods or services of either one seller or a group of sellers and to differentiate those goods or services from those of the competitors (Stanton, 1994, and Kotler, 1996). A brand is therefore evidence of the producer of a product and an assurance to the customer of the source of the product. A brand often includes a logo, fonts, color schemes, symbols, and sound, which may be developed to represent implicit values, ideas, and even personality (Wikipedia). It is a symbolic embodiment of all the information connected to the product and serves to create associations and expectations around it. Baker (1992) stresses the importance of brands in his assertion that in order to position products, services and even companies, it is essential to invest them with a distinctive personality or brand. A brand is recognizable by virtue of its distinct nature, offer or design which can be achieved through product development, marketing communication or associations with particular images or symbols. This distinction, what Doyle (1989) refers to as differential advantage, is the mark of a successful brand and when it is

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sustainable, represents a strong competitive edge against competitors. Marketers engaged in branding seek to develop or align the expectations behind the brand experience, creating the impression that a brand associated with a product or service has certain qualities or characteristics that make it special or unique.

The subject of brands has spawned a number of sub-topics in the course of scholars seeking to foster its understanding. Aaker et al (2000) defines brand identity as a set of brand associations that the brand strategist aspires to create or maintain. These associations imply a promise to customers from the organization members. He goes on to say that when realized, the brand identity should help establish a relationship between the brand and the customer by generating a value proposition potentially involving functional, emotional or self-expressive benefits or by providing credibility for endorsed brands. Consumers want products not merely for what they can do but also for their symbolic meaning (Lazer & Culley, 1983). Brand identity is the visual and verbal expression of a brand (Wheeler, 2003). It supports, expresses, communicates, synthesizes and visualizes the brand and hence it is the shortest, fastest and most ubiquitous form of communication available. It therefore follows that companies need to not only invest in brands but also carefully nurture the brands in order to achieve their corporate objectives. Consumers have frames of reference that they use to simplify the information they are continually receiving (Dalrymple & Culley, 1990). Brands according to Baker (1992) are therefore important to consumers because they help simplify decision-making. He observes that humans are habitual and that once we have learnt a pattern of behaviour then we will tend to repeat the behaviour in future until some event suggests that by breaking this habit we may increase our satisfaction in some way.

Aaker et al (2000) defines brand essence as the glue that holds the core identity elements together. He likens brand essence to the hub of a wheel linked to all the core identity elements. A good brand essence is one that resonates with customers and drives the value proposition. It should be ownable, providing differentiation from competitors that will persist through time. It should be compelling enough to energize

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and inspire employees and partners of the organization. Strong brand essence statements usually have multiple interpretations that make them more effective (Aaker et al, 2000). Nike's "excelling" could encompass diverse components such as technology, top athletes, aggressive personality, track shoe heritage or customers who strive to excel. American Express's "Do more" shows the thrust of the organization that walks the extra mile, a product set that offers more than competitors, a customer base not satisfied with a conventional lifestyle but engages in more and different activities. The brand essence, as opposed to a tagline, represents the identity and its key function is to communicate and energize those inside the organization. A tagline, also known as slogan, on the other hand represents the brand position or communication goals and serves to communicate with the external audience. A branding slogan is typically used in marketing materials and advertising. The idea behind the slogan or tagline is to create a memorable phrase that will sum up the tone and premise of a brand or product, or to reinforce the audience's memory of a product. A strapline is an advertising slogan used as a secondary sentence attached to a brand name. Its purpose is to emphasise a phrase that the company wishes to be remembered by, particularly for marketing a specific corporate image or connection to a product or consumer base. Although customers can perceive things differently, the cumulative effect of the company image as perceived through a managed brand cannot be discounted.

Marketers devote a great deal of effort, time and money to developing suitable brand names (Michaela Wänke et al, 2007). Brand names should sound attractive, convey the key benefits of the brand, and preferably fulfill the polyglot demands of a global market. After all, names do carry meaning, and they do elicit associations and images, and choosing a brand name has been suggested as an important means toward building brand equity (Aaker, 1996). Brand names can be chosen with inherent meanings that enhance the formation of strong, favorable and unique brand associations consistent with that meaning (Baker, 2003; Keller, Heckler,& Houston,1998). A brand image may be developed by attributing a "personality" to or associating an "image" with a product or service, whereby the personality or image is "branded" into the consciousness of consumers. When we communicate and build associations with a brand, the consumers

form impressions about the brand. These impressions are their reality as far as the brand is concerned (Booher, 2006). Brand names can be chosen with inherent meanings that enhance the formation of strong, favorable and unique brand associations consistent with that meaning (Baker, 2003; Keller, Heckler & Houston,1998). Product names that are considered generally sound have several qualities in common. They strategically distinguish the product from its competitors by conveying its unique positioning. They hold appeal for the product's target audience and they imply the brand's benefit. Brand names are as important to the organization as the actual products they represent Brand owners will therefore seek legal protection of their brand names.

Brand equity is the sum of the brands assets which can be grouped into brand name awareness, brand loyalty, perceived quality and brand associations (Aaker, 1996). (Keller, 1998) pointed to innovative design, thorough testing, careful production and effective communication as the most important considerations in enhancing consumption experience and building brand equity. Aaker et al (2000) explains the goal of brand leadership as that of building brand equities rather than simply managing brand images. He adds that identifying brand identity elements that differentiate and drive customer brand relationships is a first step towards creating a set of brand equity measures. Keller (1998) could not over-emphasize the importance of brand equity when he asserts that those marketers who will be most successful at building customer-based brand equity will be those that take all the necessary steps to make sure they fully understand their customers and how they can deliver superior value after purchase.

2.4.5 Meaning and importance of re-branding
Re-branding is the process by which a product or service developed with one brand or company or product line affiliation is marketed or distributed with a different identity (Wikipedia, 2007). This involves radical changes to the brand's logo, brand name, image, marketing strategy, and advertising themes. It usually results in the repositioning of the brand or company. It may just involve merely superficial changes. Re-branding

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can be applied to either new products, mature products, or even unfinished products. The process can be done purposely for example as a result of a deliberate change in strategy, or result from unplanned, emergent, or reactive dynamics for example out of necessity following corporate restructuring. Re-branding to be successful must seek to re-align itself with the existing market if this path was lost or to align the offer with the requirements of the new market the company may wish to target. Companies may wish to respond to competitive forces within the market or re-brand with the aim of giving a boost to their return on investment. Either way, the reasons for re-branding have a direct bearing on the future performance of the company and should therefore be well planned, targeted and executed.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research design

This is a descriptive survey study. The study intends to establish the market's perception of the repositioning strategy of NTV, formerly Nation Television. According to Cooper (1996), a descriptive study is concerned with finding out who, what, where, and how of a phenomenon which is the concern of this study. Touliatos and Comptorn (1988) also support survey research design as an appropriate way to collect data from all the population making the research findings to be of high accuracy. A descriptive has been used in related studies such as Chemayiek (2006)

3.2 The Population

The population under study consists of all viewers of NTV in Nairobi. This is because of the fact that Nation Television (now NTV) did not have a countrywide presence until two years ago. The NTV viewers in Nairobi area have been exposed to the station in the period before and after the repositioning.

3.3 Sample and sample design

A combination of random and convenient sampling was used to select the respondents. Respondents were selected from the streets and offices in the Central Business District, shopping and recreational centers. In pre-selection, respondents were be asked whether they watch NTV and whether they ever watched Nation Television before 2005. Only those who answer yes to both questions were given the questionnaire. The sample size selected for this study was 100 respondents. Rosco (1975) proposes a rule of the thumb for determining a sample size and says that a size of 30 to 500 is appropriate for most researches.

3.4 Data Collection

Primary data was collected using a structured questionnaire (see appendix 2). The respondents were persons who have been exposed to the television station in the period before and after the re-branding exercise. The questionnaire was designed based on the research questions in the study and is divided into two sections. Section A seeks general information on the respondents. Section B seeks to establish the perception of repositioning strategy adopted by NTV. The questionnaire employed Likert scale to measure the respondents' perception of NTV's brand elements like logo, tagline, presenters and programmes and other attributes claimed by the re-branding strategy such as making the station more appealing, young, vibrant and modern.

3.5 Data Analysis

Data was first edited to identify and eliminate errors made by respondents. Coding was done to translate responses into specific categories. Code numbers were assigned to each answer of survey question and from these a coding list or frame was obtained. Coding was expected to organize and reduce research data into manageable summaries. The coded items ware analyzed with the aid of a computer on SPSS. Descriptive statistics such as percentages, frequencies and tables were used to describe data. Section A will be analyzed using percentages and frequency distribution. Data in section B will be analyzed using percentages, mean score, and standard deviation.

DATA ANALYSIS AND FINDINGS

4.1 Introduction

This chapter contains analysis and findings from the study, the analysis and findings presented in this chapter are based on data collected from primary sources. Out of the one hundred staff and customers targeted, 95 responded giving a response rate of 95%. For the purpose of showing the relationship among various variables, quantitative analysis was done using percentages and frequencies. Bar graphs, pie charts and tables were used to present the findings.

4.2 General information

The respondents were first asked to provide information on: name, nationality, and age bracket, level of education, gender and marital status. It was apparent from the findings of the analysis that majority of the respondents were in the age group of between 26-30 years (34%), as shown in Table 4.1.

Table 4.1: Age bracket

Age bracket	Frequency	Percent
Below 20 years	0	0
21-25 years	30	32
26-30 years	32	34
31-35 years	21	22
35-40 years	7	7
Above 40 years	4	4
None response	1	1
Total	**95**	**100**

Source: Primary data (2007).

Respondents were asked to indicate their level of education and as represented in figure 1 below, analysis revealed that majority of the respondents were university graduates (50%).

Figure 1: Level of education
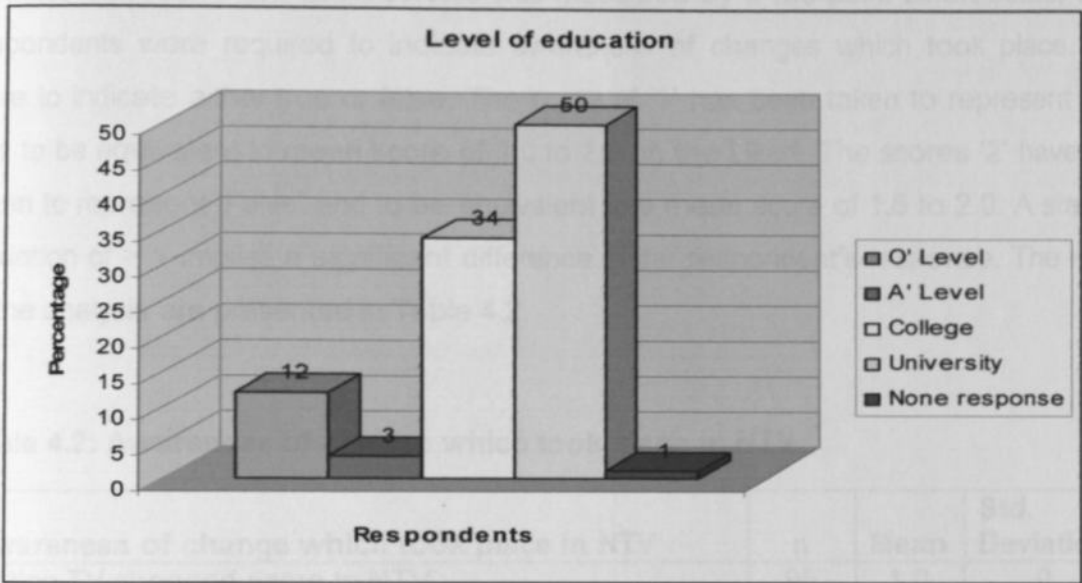
Source: Primary data

The results of analysis in figure 2 below show that 52% of the respondents were male while 46% were female.

Figure 2: Gender

Source: Primary data

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4.3 Awareness of change which took place at NTV.

Here the study sought to establish the level of awareness of the respondents of the changes that took place at NTV. This was measured by a two-point Likert scale, where respondents were required to indicate awareness of changes which took place. They were to indicate either true or false. The score of '1' has been taken to represent 'True' and to be equivalent to mean score of 1.0 to 1.5 on the Likert. The scores '2' have been taken to represent 'False' and to be equivalent to a mean score of 1.6 to 2.0. A standard deviation of > 1 implies a significant difference in the respondent's response. The results of the analysis are presented in Table 4.2.

Table 4.2: Awareness of change which took place in NTV

Awareness of change which took place in NTV	n	Mean	Std. Deviation
Nation TV changed name to NTV	95	1.0	0
NTV has new logo	93	1.0	0.2
The NTV logo has red, blue, silver and yellow colours	85	1.4	0.5
The African shield still is part of the new logo	92	1.8	0.4
The station signature tune has not changed	92	1.6	0.5
The station employs a new font style	90	1.2	0.4
The station changed its slogan from Activate Your Vision to Turning On Kenya	93	1.1	0.3
NTV changed its news presenters	92	1.3	0.5
NTV changed its programming	92	1.2	0.4
NTV programmes target the youth below 35	90	1.6	0.5

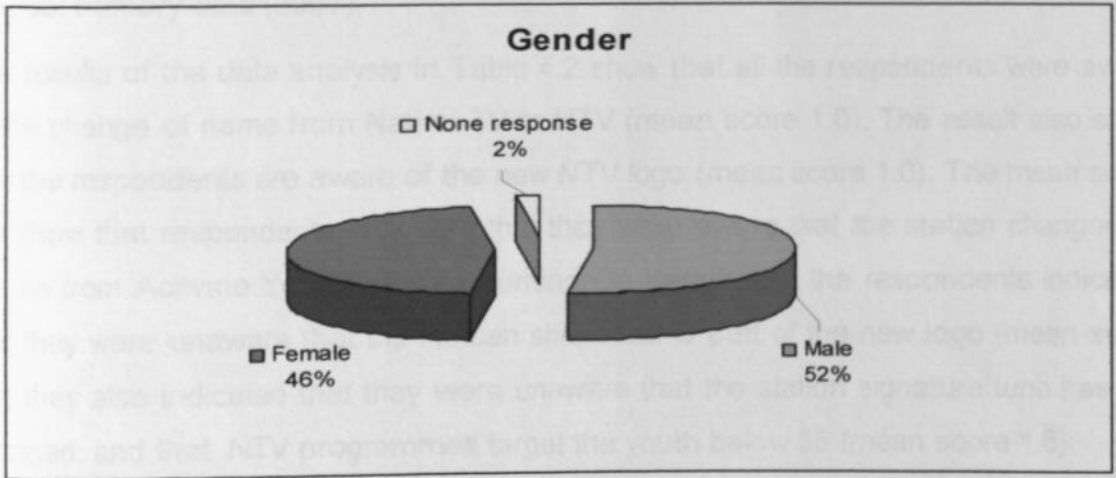Source: Primary data (2007).

The results of the data analysis in Table 4.2 show that all the respondents were aware of the change of name from Nation TV to NTV (mean score 1.0). The result also show that the respondents are aware of the new NTV logo (mean score 1.0). The mean score 1.1 show that respondents indicated that they were aware that the station changed its slogan from Activate Your Vision to Turning On Kenya. But the respondents indicated that they were unaware that the African shield still is part of the new logo (mean score 1.8) they also indicated that they were unaware that the station signature tune has not changed, and that NTV programmes target the youth below 35 (mean score 1.6).

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4.4 Medium of learning about changes in NTV

NTV used various media to communicate the anticipated changes to its audience. These included Newspaper advertisement, Television, Internet, Ratio, and Magazines with varied emphasis f each medium. The study sought to establish the medium through which the respondents learnt of the changes in NTV. The findings of the analysis are represented in the figure below.

Figure 3: Medium of learning about changes in NTV
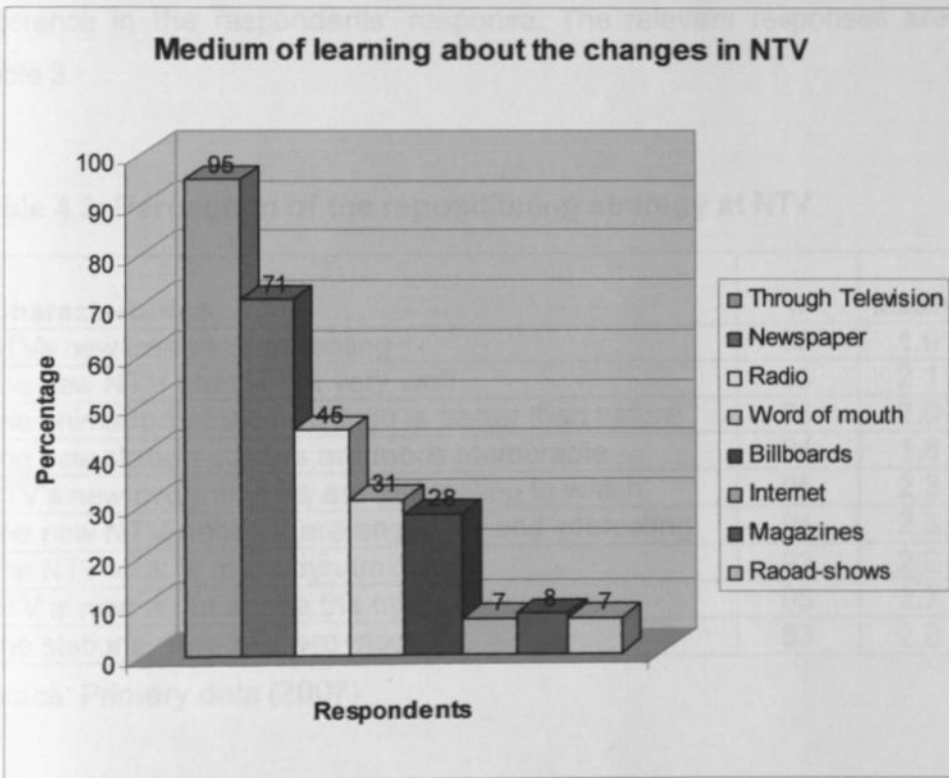
Source: Primary data

The analysis revealed that 95% of the respondents indicated that they learnt of the changes through the television. 71% of the respondents indicated that they learnt of the learnt of the changes through the newspapers. The analysis revealed that 45% indicated that they learnt of the changes through the radio.

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4.5 Perception of the repositioning strategy at NTV

Respondents were asked to indicate the extent to which they consider NTV to be characterized by the listed statements. This was measured by a five-point Likert scale. The range was 'very large extent', 'large extent', 'moderate extent', 'little extent' and 'not at all'. A rating of 'very large extent' has been taken to represent most aware and to be equivalent to mean score of 0 to 1.0. A rating of 'large extent' has been taken to be equivalent to a mean score of 1.1 to 2.0. A rating of 'moderate extent' has been taken to be equivalent to a mean score of 2.1 to 3.0. A rating of 'little extent' has been taken to be equivalent to a mean score of 3.1 to 4.0. And a rating of 'not at all' has been taken to be equivalent to a mean score of 4.1 to 5.0. A standard deviation of > 1 implies a significant difference in the respondents' response. The relevant responses are summarized in Table 3.

Table 4.3: Perception of the repositioning strategy at NTV

Characteristics	n	Mean	Std. Deviation
NTVs new image is appealing	95	1.9	0.8
The new NTV stands out very well	95	2.1	0.9
The animation of the new logo is better than before	95	2.0	0.9
The new station colours are more memorable	94	1.8	0.9
NTV's new programmes are interesting to watch	95	2.3	1.0
The new NTV anchors are engaging and interesting	94	2.3	0.9
The NTV look is more dynamic	92	2.2	0.8
NTV is now a cut above the other TV stations	95	2.7	1.1
The stations new-sets are modern	83	2.0	1.0

Source: Primary data (2007).

The results of analysis in Table 4.3 above show that the respondents strongly considered the statements that "NTV's new image is appealing" and "the new station's colours are more memorable" (mean score 1.9 and 1.8 respectively). Others are that "the animation of the new logo is better than before" and "the station's new-set are modern", (mean score 2.0). The respondents indicated that NTV look is more dynamic, NTV's new programmes are interesting to watch and that the new NTV anchors are

engaging and interesting. These they considered moderately. The results of the analysis shows that the item that was moderately was that "NTV is now a cut above the other TV stations" (mean score 2.7).

4.6 Relationship between level of education and perception of the new image

In order to establish the relationship between the level of education and the new image, across tabulation was done. The results are presented in Table 4.4.

Table 4.4 Level of education and new image

NTVs new image is appealing	O-Level	A'-Level	College	University	Non response	Total
Very large extent	13	9	6	7	0	35
Large extent	16	14	9	5	0	44
Moderate extent	2	3	4	5	0	14
Little extent	0	0	0	1	0	1
Not at all	0	0	0	1	0	1
Total	31	26	19	19	0	95

Source: Primary data (2007).

As shown in table 4.4, majority of O-Level (31) and A-Level (26) said that the new image is appealing. Few college (19) and university graduates (17).

4.7 Relationship between gender and perception of the NTVs new image

The results of cross tabulation between gender and new image are shown in table 4.5.

Table 4.5: Gender and new image

NTVs new image is appealing	Male	Female	Non Response	Total
Very large extent	13	17	0	30
Large extent	19	25	0	44
Moderate extent	9	10	0	19
Little extent	0	0	1	1
Not at all	0	0	1	1
Total	41	52	2	95

Source: Primary data (2007).

As shown in Table 4.5, the image is appealing to a large extent to female (52) than to men (41)

4.8 Relationship between age and perception of the NTVs new image

The new image is more appealing to young people between ages 26-30, it is least appealing to those aged above 40 years.

Table 4.6: Age and new image

NTVs new image is appealing	21-25	26-30	31-35	36-40	Over 40	Non Response	Total
Very large extent	9	13	7	3	1	0	33
Large extent	11	21	9	1	0	0	42
Moderate extent	2	4	5	4	3	0	18
Little extent	0	0	0	0	1	0	1
Not at all	0	0	0	0	0	1	1
Total	22	38	21	8	5	1	95

Source: Primary data (2007).

4.9: Relationship between level of education and perception of the new logo

The animation of new logo appears better than before for most college graduates (30) followed by University graduates (25). The details are contained in Table 4.7

4.7 Level of education and new logo

The animation of the new logo is better than before	O-Level	A'-Level	College	University	Non response	Total
Very large extent	6	7	10	9	0	32
Large extent	7	9	14	12	0	42
Moderate extent	3	4	5	2	0	14
Little extent	1	2	1	1	0	5
Not at all	0	0	0	1	1	2
Total	17	22	30	25	1	95

Source: Primary data (2007).

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4.10: Relationship between gender and perception of the new logo

The results of cross tabulation shows that 53 female found the animation of the new logo better than before as compared to male (44). Table 4.8 contains the details of this finding.

Table 4.8: Gender and new logo

The animation of the new logo is better than before	Male	Female	Non Response	Total
Very large extent	14	24	0	38
Large extent	17	22	0	39
Moderate extent	8	5	0	11
Little extent	3	2	0	5
Not at all	2	0	0	2
Total	44	53	0	95

Source: Primary data (2007).

4.11 Relationship between age and perception of the new logo

From the results of the cross tabulation those aged between 31-35 have the highest number which find the new animation to be better than before. Table 4.9 contains the rest of the details.

Table 4.9: Age and new logo

The animation of the new logo is better than before	21-25	26-30	31-35	36-40	Over 40	Non Response	Total
Very large extent	6	9	11	9	1	0	36
Large extent	6	11	13	5	3	0	38
Moderate extent	1	3	7	5	0	0	16
Little extent	0	0	0	2	1	0	3
Not at all	0	0	0	0	1	1	2
Total	13	23	31	21	6	1	95

Source: Primary data (2007).

4.12: Relationship between level of education and new programmes

A cross tabulation done shows that university graduates makes the majority of those who find new programmes interesting to watch (31) followed by college graduates at 28. The findings are contained in Table 4.10.

Table 4.10: Level of education and new programmes

NTV's new programmes are interesting to watch	O-Level	A'-Level	College	University	Non response	Total
Very large extent	3	3	7	8	0	21
Large extent	6	7	12	13	0	38
Moderate extent	4	5	6	6	0	21
Little extent	3	4	3	4	0	14
Not at all	0	0	0	0	1	1
Total	16	19	28	31	1	95

Source: Primary data (2007).

4.13: Relationship between gender and perception of the new programmes

In regard to gender and the new programmes, female (54) are the majority who find the new programme interesting. A laser number of 39 male find the programme interesting. The details are contained in Table 4.11

Table 4.11: Gender and new programmes

NTV's new programmes are interesting to watch	Male	Female	Non Response	Total
Very large extent	14	21	0	35
Large extent	9	14	0	23
Moderate extent	7	12	0	19
Little extent	9	7	1	17
Not at all	0	0	1	1
Total	39	54	2	95

Source: Primary data (2007).

4.14: Relationship between age and new programmes

Viewers in the 26-30 age group are the majority (30) who find the new programmes interesting. Those aged over 40 years are the least (6). Table 4.12 contains the details.

Table 4.12: Age and new programmes

NTV's new programmes are interesting to watch	21-25	26-30	31-35	36-40	Over 40	Non Response	Total
Very large extent	11	15	8	2	1	0	37
Large extent	5	9	5	2	1	0	22
Moderate extent	3	4	6	5	3	0	21
Little extent	1	2	3	7	1	0	14
Not at all	0	0	0	0	0	1	1
Total	20	30	22	16	6	1	95

Source: Primary data (2007).

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CHAPTER FIVE
SUMMARY, DISCUSSIONS AND CONCLUSIONS

5.1 Summary, discussions and conclusions

The purpose of the study was to determine the consumer perception of repositioning strategy adopted by Nation Television. This chapter contains inferences from the study by providing summary, discussions and conclusions. The chapter also gives limitations and gives recommendations by the researcher.

Out of the 100 individuals that were sampled, 95 responded. This gave a response rate of 95%. Majority of the respondents (34%) were in the age group 26-30 years. Majority of the respondents (50%) were university graduates. 52% of the respondents were male. All the respondents interviewed were aware of the change of name from Nation TV to NTV and the new NTV logo (mean score 1.0). The respondents were also aware that the station changed its slogan from Activate Your Vision to Turning on Kenya. The respondents were however not aware that the African shield is still part of the new logo (mean score 1.8). Respondents also indicated that they were unaware that the station signature tune has not changed, and that NTV target the youth below 35 (mean score 1.6). The results of the data analysis show that 95% of the respondents learnt about the changes at Nation Television through Television. It was also apparent that 71% learnt of the changes through the newspapers. The respondents considered strongly that NTV is characterized with the statement that "NTV's new image is appealing" and "the station's new colours are memorable" (mean score 1.9 and 1.8 respectively). Respondents indicated that NTV was characterized by statements as "the animation of the stations new logo is better than before" and "the station's new-set are modern", (mean score 2.0). The respondents indicated that NTV look is more dynamic, NTV's new programmes are interesting to watch and that the new NTV anchors are engaging and interesting. The results of the analysis revealed that the item that the respondents least considered that NTV is characterized by the statement that "NTV's is now a cut above the other TV stations" (mean score 2.7)

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The extent of awareness about the changes at NTV means that the repositioning strategy was successful. The change in slogan, name and NTV logo also noticed by respondents' means that the non product factors in terms of symbolism was reflected in the brand. Because 95% of the respondents learnt about the changes in the Television mean that the repositioning strategy was successfully publicized. The findings are in agreement with those of Waititu (2007) who found that NTV enjoyed 30% share of the urban market in the first quarter of 2007. The findings are also in line with my personal view given the comments I get from the ground.

From the study, it can be concluded that the NTV repositioning strategy has been well received and perceived by the market in general and the target audience in particular. It can therefore be said that the repositioning strategy is successful.

5.2 Limitations of the Study

The study was done in Nairobi, thus my not reflect the true situation in other towns and parts of Kenya. The second limitation of the study was the fact that it was a sample study. Samples do not completely represent the characteristics of the population. Thirdly, the response rate of 95% might have reduced the accuracy of research findings. Lastly, some respondents did not provide all the information thus depriving the study of some required data.

5.3 Recommendations for Further Research

This study was done on the Nation Television in Nairobi only. A similar study should be replicated in Kenya as a whole. Similar study can also be done for all Television stations in Kenya and in other countries determine if repositioning strategy has positive effects in creating competitive advantage. Repositioning is a marketing concept that can also be applied for other products and services in other organizations, studies should be conducted to determine its effects on products in other organizations in and outside Kenya.

5.4 Implications for policy and practice

The study provides insight to the management of Nation Television on how consumers perceive their repositioning strategy and this insight provides an opportunity for NTV to improve its repositioning strategy and hence competitive advantage. The findings of the study are also beneficial to the other players in the industry, they can use it introduce or refine their repositioning strategy. Other companies in other sectors of the economy can also use the findings of the study to craft positioning strategy.

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APPENDIX 1: INTRODUCTORY LETTER

Dear respondent,

REF: COLLECTION OF DATA FOR MBA STUDY

I am a postgraduate student at the University of Nairobi undertaking a master's course in Business Administration. As part of the requirement for my study, I am undertaking a management research project to determine the perception of consumers to the repositioning strategy of NTV, formerly Nation Television.

As you have been selected to assist me with collection of the requisite data, this is to kindly request you to spare some time to fill in the attached questionnaire. The information you provide will be used for academic purposes only and will be treated with utmost confidence. At no time will your name appear as a source on my report. Upon request, a copy of the final report will be made available to you.

Thank you in advance for your cooperation.

Yours faithfully,

Onyango Cromwell
MBA student, University of Nairobi
Faculty of Commerce
Department of Business Administration
P.O. Box 30197
Nairobi

APPENDIX 2: QUESTIONNAIRE

Please spare a few minutes to answer the following questions

SECTION A

1. Your name--(optional)

2. Nationality --

3. In which age bracket do you fall?

Below 20 years	( )	21 – 25 years	( )
26 – 30 years	( )	31 – 35 years	( )
35 – 40 years	( )	above 40 years	( )

4. What is your level of education?

No formal education	( )	Primary level	( )
O level	( )	A level	( )
College	( )	University degree	( )

5. Gender

Male ( )   Female ( )

6. Marital status

Single ( )   Married ( )   Divorced ( )   Separated ( )   Widowed ( )

SECTION B: CONSUMER PERCEPTION OF REPOSITIONG STRATEGY

7. This question seeks your awareness of changes which has taken place at NTV.
Please tick 'True' if you are aware of the issues listed and 'False' if you are not aware.

No	Issue	True	False
A	Nation TV changed its name to NTV		
B	NTV has a new logo		
C.	The NTV logo has red, blue, silver and yellow colours		
D	The African shield still is part of the new logo		
E	The station signature tune has not changed		
F	The station employs a new font style		
G	The station changed its slogan from Activate Your Vision to Turning On Kenya		
H	NTV changed its news presenters		
I	NTV changed its programming		
J	NTV programmes target the youth below 35		

8. How did you know about the changes which took place at NTV? Tick appropriately.

No	Issue	
A	Television	
B	Newspaper	
C	Radio	
D	Word of mouth	
E	Billboards	
F	Internet	
G	Magazines	
H	Road-shows	

9. To what extent would you say the NTV station is characterized by each of the following statements? Use a scale of 1-5, where 1-no extent and 5–very large extent.

No	Issue	(5) Very large extent	(4) Large extent	(3) Moderate extent	(2) Little extent	(1) Not at all
A	NTVs new image is appealing					
B	The new NTV stands out very well					
C	The animation of the new logo is better than before					
D	The new station colours are more vibrant					
E	The current signature tunes are memorable					
F	NTV's new programmes are interesting to watch					
G	The new NTV anchors are engaging and interesting					
H	The NTV look is more dynamic					
I	NTV is now a cut above the other TV stations					
J	The stations news-sets are modern					

APPENDIX 3: NATION MEDIA GROUP LOGO

NATION MEDIA GROUP

NATIONTV
Activate your vision