CORPORATE IDENTITY MANAGEMENT PRACTICES, ORGANIZATIONAL CHARACTERISTICS, CORPORATE IMAGE AND BRAND PERFORMANCE OF KENYAN UNIVERSITIES

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A Thesis Submitted in Fulfillment of the Requirements for the award of the Degree of Doctor of Philosophy in Business Administration, School of Business,

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DECLARATION

I declare that the work contained in this thesis is my original work and has not been presented for a degree in any other university or institution.

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DEDICATION

To my family with great love and lots of appreciation

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ABBREVIATIONS AND ACRONYMS

B2B	Business to Business
CI	Corporate Image
CIM	Corporate Identity Management
CIMM	Corporate Identity Management Mix
CRM	Customer Relationship Management
CUE	Commission for University Education
CHE	Commission for Higher Education
CSR	Corporate Social Responsibility
CV	Coefficient of Variation
CVIS	Corporate Visual Identity Systems
DVC	Deputy Vice Chancellor
HE	Higher Education
HR	Human Resource
LIA	Letter of Interim Authority
OC	Organizational Characteristics
RBV	Resource Based View
R&D	Research and Development
UK	United Kingdom
USA	United States of America
VC	Vice Chancellor

ABSTRACT

The broad objective of the study was to determine the influence of Corporate Identity Management (CIM) practices, Organizational Characteristics and Corporate Image on Brand Performance of Kenyan Universities. The specific objectives were to assess the influence of corporate identity management practices on brand performance of Kenyan universities; examine the effect of organizational characteristics on brand performance of Kenyan universities; determine the effect of corporate identity management practices on the corporate image of Kenyan universities; assess the influence of corporate image on brand performance of Kenyan universities; establish the influence of corporate image on the relationship between corporate identity management practices and Kenyan universities brand performance; determine the influence of organizational characteristics on the relationship between corporate identity management practices and brand performance of Kenyan universities lastly examine the joint effect of corporate identity management practices, organizational characteristics and corporate image on brand performance of all the 53 Kenyan universities. A descriptive cross-sectional survey was used. Primary data were collected from key informants using semi-structured questionnaires. Data were analyzed using descriptive statistics, inferential statistics and regression analysis. The results of the study revealed a statistically significant relationship between corporate identity management practices and brand performance which was mediated by Corporate Image and moderated by Organizational Characteristics. Similarly, the results revealed a statistically significant relationship between Organizational characteristics and brand performance. The results showed that CIM practices had a statistically significant relationship on corporate image. Corporate image also had a statistically significant influence on brand performance. The joint effect of the corporate identity management practices, organizational characteristics and corporate image was found to be greater than the effects of individual variables on brand performance. The study has made contribution to theory, policy and practice in relation to marketing and specifically on corporate identity management. The study recommends the need for universities to continuously manage their corporate identity and corporate image for positioning and differentiation within an increasingly crowded marketplace. The research was not without limitations. First is the scope of the study that was limited to Kenyan universities. Second is the reliance on key informants and on quantitative methods alone. Using quantitative research along with qualitative research such as focus group sessions and structured interviews could provide richer data and greatly support the research design and the findings. For future research, the study suggests focus on other sectors other than the higher education for results collaboration. Studies could also focus on students in the universities as well as lecturing staff other than key informants.

CHAPTER ONE
INTRODUCTION

The aim of this chapter is to lay the foundation and provide the context for the subsequent chapters. The chapter opens by providing the research background leading to development of the research problem and objectives that underpins the study. It also discusses the study variables namely corporate identity management practices, organizational characteristics, corporate image and brand performance and provides an overview of the Kenyan universities which is the focus of the study. It also outlines the value of the study, organization of the thesis and finally a summary section that reiterates key chapter contents and highlight how this chapter paves the way for the next chapter which is literature review.

1.1: Background of the Study

The globalization of business has been embraced by the higher education sector in which education is seen as a service that could be marketed worldwide. Institutions of higher education have to attract high quality students and academic staff at an international level. Competition is therefore no longer limited within national borders. As education and training become a global business sector, education marketing is developing standards similar to consumer goods marketing presenting challenges for universities to develop strategies to influence students' choice as a way of enhancing competitiveness.Foskett and Hemsley-Brown (2001) observe that research into higher education choice, or consumer behaviour in higher education sector has been stimulated by the need to anticipate the implications of choice and to understand the key factors involved in student and faculty choice of a university.

The attempt by the government to enhance the quality of higher education through the encouragement of market forces is based on an assumption that students are informed consumers making rational choices of higher education courses and institutions. However, despite the substantial literature on the marketisation of higher education and consumer behaviour, scholarship to provide evidence of the marketing strategies that have been implemented by higher education institutions on the supply-side remains limited.In the context of increasing competition, universities are finding it necessary to equip themselves with marketing intelligence and information that would enable them to face the challenge of an international market for higher education (Binsardi & Ekwulugo,2003).

Faced with competition, univeristies are turning to Corporate Identity Management (CIM) practices as a source of competitive advantage which if well managed may impact positively on brand performance.CIM practices have been found to influence brand performance through a favorable corporate image. A favorable Corporate Image (CI) can boost a firm's sales through increased customer satisfaction and loyalty and attract employees and investors (Kim et al., 2011). Brand performance also depends on Organizational Characteristics (OC) such as physical and human capital, size, corporate ownership and sector (Anderson & Loof, 2009). Organizational characteristics are important for firms' CIM activities which are ultimately reflected in performance. Discussions on the key variables are anchored in evolutionary and behavioral economic theories and the Resource Based View (RBV) theory.

The evolutionary theory views CIM as a competitive tool for survival. This theory implies that firms need to acquire a set of routines that are hard to copy by competitors which involves development of distinct ways of doing things in order to stay ahead of competition. Behavioral economics views CIM from a multidisciplinary perspective as suggested by academicians incorporating other CIM mix elements. This is a departure from the narrowly defined graphics orientation proposed by Olins (1995).Multidisciplinary perspective of CIM brings together the interdependent characteristics of an organization that gives it specificity, stability, and coherence (Moingeon & Ramanantsoa, 1997).Resource Based View (RBV) theory views organizations resources and capabilities as a basis for sustained competitive advantage so long as they are valuable, rare, non-substitutable and difficult to imitate (Barney, 1991). These theories provide a basis for investigating the use of CIM as a tool for survival in an increasingly competitive sector.

The higher education sector in Kenya is currently experiencing phenomenal growth.This has resulted in heightened competition and the need for universities to rethink their strategies for competitiveness and survival such as management of corporate identity.However, an empirically integrated framework relating CIM decision variables to brand performance is yet to be developed in a university context. The current study uilized a broad multi-disciplinary perspective to CIM comprising corporate visual identity, corporate communication, corporate culture, corporate brand personality and customer relationship management.

1.1.1: Corporate Identity Management Practices

A range of corporate identity definitions have been advanced in the literature. Reaching a consensus of opinion with regard to defining corporate identity has proven a challenging task. Melewar and Karaosmanoglu (2006b), Balmer (1998), Melewar and Jenkins (2002) ,Melewar et al. (2005) note the multidisciplinary nature of the literature and the construct having different meanings for different stakeholders. Earlier scholars' definitions tended to focus on the visual aspects of corporate identity. For instance Carter (1982) defined corporate identity as the logo or brand image of a company and all other visual manifestations of the identity of a company. Dowling (1994) considered the concept as the symbols and Van Riel (1997) regards corporate identity as the self-presentation of an organization, rooted in the behavior of individual organizational members, expressing the organization's sameness over time, continuity and distinctiveness. Gray and Balmer (1998) define the construct as the reality and uniqueness of the organization. Hatch and Shultz's (2000) work bears some resemblance to Marwick and Fill (1997) where corporate identity is defined as the organization's presentation of itself to its various stakeholders and the means by which it distinguishes itself from all other organizations. Zinkhan et al. (2001) consider corporate identity as representing the ways a company chooses to identify itself to all the publics.

Melewar and Karaosmanoglu (2006b) offer an operational definition where corporate identity is the presentation of an organization to all stakeholders. It is what makes an organization unique and it incorporates the organization's communication, design, culture, behavior, structure, industry identity and strategy. This definition has the benefit of being empirically informed while the operational orientation nature of the definition also provides clear guidance in terms of what corporate identity is. Corporate identity can therefore be argued to focus on the creation and expression of explicit corporate values concerning an organization emphasizing the visual and aesthetic modes of expression.It taps into corporate statement about ‘what we are'.

Corporate Identity Management practices entails transmission of what the organization is and what it stands for to internal and external stakeholders through strategically planned visual identity, corporate values, communication and behavior hence involve managing factors that impact the favorability of a corporation’s identity. It also focuses on the important role of employees and senior management given their significant role in the process of managing corporate identity. Empirical Studies by Balmer (2001) and Olutanyo and Melewer (2007) indicate a shift in the corporate identity management mix (CIMM), away from a narrowly conceived graphics orientation Olins (1995), to a broad multi-disciplinary behavioral and strategic orientation comprising strategy, structure, communication and culture. The current research considered the decisional variables in management of CI as consisting of corporate visual identity systems, corporate communications, corporate culture, corporate brand personality and customer relationship management critical to universities performance.

Melewar (2008) argue that organizations are assumed to be able to manage how they present their corporate identity through the corporate identity mix. This view is supported by Van Riel and Balmer (1997) who note that because a favorable corporate identity is an asset for an organization, the implication requires the attention of the management function. They also add that the CIM strategies adopted by managers can narrow the gap between the actual and desired corporate identity. Thus, the role of corporate managers is pivotal given their contribution in constructing and developing the corporate identity as well as communicating it to stakeholders as the organization’s identification.

It is also widely recognized that the way in which managers connect with the organization influences how stakeholders, such as employees and customers, see and feel about the organization (Hatch & Schultz, 1997).Corporate identity elements should therefore be specified and managed consistently to enable the organization to establish the desired corporate image in the minds of their stakeholders.

The contribution of CIM to brand performance has been noted in the literature. Balmer and van Riel (1997) and Balmer and Wilson (1998) observe that CIM contributes to a favorable image and reputation, inclination to use organizations products and services, to work for the organization and to speak well about it. Similarly, Balmer and Gray (2000) claim that companies are better prepared if they manage their corporate identity towards external environmental influences that can drastically change the conditions under which they operate. Christensen and Askegaard (2001) concur noting that a strong identity is beneficial to an organization as it adds value to increasingly similar products; ensures consumer confidence and loyalty; stimulates investments; attracts high-quality personnel; and nurtures employee motivation.

1.1.2 : Organizational Characteristics

Organizational characteristics are internal features which have the capacity to positively or negatively influence organizational performance. Olins (1995) asserts that a good physical location is essential for an organization’s image and organizations are willing to spend heavily for a location that is right for their image. Cainelli et al. (2004) suggest that characteristics such as age and ownership structure make it more likely for large firms to invest more in technology, Research and Development (R&D) and innovation related activities. Similarly, Anderson and Loof (2009) contends that financial resource, physical and human capital, size, corporate ownership and organizational sector are important for innovation and hence influence performance.

According to Resource Based View theory, competitive advantage depends on heterogeneous resources and capabilities (Barney, 1991). Hall (1992) observed that tangible assets, intangible assets and human resources can create competitive advantage and singled out human beings as the most productive asset. Similarly, Guthrie et al. (2004) attribute organizational performance to its unique resources. The study conceptualized brand performance of a university as a function of organizational characteristics such as size, age, ownership, location and history.

1.1.3: Corporate Image

Corporate image is defined as the overall impression or mental picture left in the customers' mind as a result of accumulative feelings, ideas, attitudes and experiences with the organization, stored in memory, transformed into either positive or negative meaning, retrieved to reconstruct image and recalled when the name of the organization is heard or brought to one's mind (Bravo et al., 2009). It is a particular type of feedback which describes the reception and interpretation of an organization in its surroundings, regarding the credibility of its identity claims. Alves and Raposo (2010) defines University image as the sum of all the beliefs an individual has towards the university. Corporate image can also be viewed as the communication process in which the organizations create and spread a specific message that constitutes their strategic intent namely mission, vision, goals and identity thus reflecting the core values that they cherish. Erickson et al. (1984) posit that image is the subjective knowledge, attitude and a combination of product characteristics that are different from the physical product but are nevertheless identified with the product.

There is no universal agreement among researchers and practitioners about what exactly constitutes corporate image. Corporate image could be considered as a type of brand image in which the brand name refers to the organization as a whole rather than to its sole products or services. Kandampully and Hu (2007) explain that corporate image consists of a functional and emotional component. The functional components are the tangible characteristics that can be measured and evaluated easily for instance architecture and variety of products or services. The emotional component is the feelings, attitudes and beliefs that one has towards an organization hence could be attributed to consequences from past accumulated experiences and associations with the organization. Kotler and Fox (1995) argue that image is based on incomplete information and it may differ for the various publics of an institution given that organizations have different publics. Thus, continuous research on corporate image is essential for those organizations that want to successfully differentiate their positioning in the market and enhance their performance.

Nguyen and Leblanc (2001) argue that the management of corporate image is a challenging task, particularly in the service industry, where products are essentially intangible. If managed properly, a positive corporate image can add value to a firm in many ways. On the other hand, a negative image can destroy an organization’s reputation and alienate its customers. They further point out that corporate image is related to the various physical and behavioral attributes of a firm, such as the business name, architecture, variety of products/services, tradition, ideology and the impression of quality communicated by each person interacting with an organization’s clients. Corporate image is therefore considered to be a critical factor in the overall evaluation of any organization because of the strength that lies in the customers’ perception about it.

Empirical literature points to the role of corporate image as a valuable asset that companies need to manage given its contribution to brand performance. Vidari (1993) explains that manufacturing the product is not enough and that a good image helps in marketing process implying that corporate image is important in marketing a company’s products and hence influences performance.Similarly, Keller (2003) points out that it is the brand associations or brand image that influences the customer to act toward a specific product or service. A favorable image can boost a firm's sales, attract investors and employees and weaken the negative influence of competitors, enabling organizations to achieve higher levels of profit (Kim et al., 2011). Bravo et al. (2009) and Sarstedt et al. (2012) concur that corporate image is an asset which gives the organization a chance to differentiate itself with the aim of maximizing market share, profits, attracting new customers, retaining existing ones, neutralizing the competitors’ actions and ensuring success and survival in the market.

1.1.4 : Brand Performance

A brand can be thought of as a product, person, symbol or an organization that is publicly distinguishable so that it can be easily communicated and marketed (Aaker, 1996a; Hemsley-Brown & Goonawardana, 2007).The brand as a product perspective concerns developing brand associations within a specific product class enabling customers to recall a brand. Brand as a person perspective, suggests brands can embody a more human form by displaying human like traits making a brand more familiar and comfortable to consumers. The brand as a symbol helps to stimulate brand associations hence driving brand awareness while brand as an organization perspective focuses on organizational attributes or associations instead of a specific good or service. Aaker (1996a) considered the organizational perspective particularly important given it is more durable and resilient to competitive threats.

There exists variation in the conceptualization of brand performance among researchers. The work of Ghosh et al. (1995) on the influence of industry structure, organizational learning and innovation on performance considered market share and profitability as indicators for brand performance. Weerawardena et al. (2006) defined performance in terms of relative market share, sales growth and the ‘overall’ performance while O’Cass and Ngo (2007a) used consumer measures of overall perception of the performance, market share and sales growth rate in the context of balancing external adaptation and internal effectiveness. Brand Performance in the current study was viewed from an organization’s perspectives focusing on characteristics of the organization in order to provide credibility of its products or services. To compete in today’s competitive and complex environment, organizations need regular and reliable feedback on their performance. Brand performance refers to how successful a brand is in the market and provides an evaluation of its strategic success. Research interest in Brand Performance (BP) is indicative of corporate brands role as a powerful tool for investors, employees and consumers (Coleman, 2004; Bridson &Mavondo, 2011).Brand performance is influenced by CIM practices, organizational characteristics and corporate image (Balmer & Van Riel, 1995; Anderson & Loof, 2009; Kim et al., 2011).

It is acknowledged that no single metric can perfectly measure brand performance and that a universal measure does not exist (de Chernatony et al., 2004; Lehmann et al., 2008 & Farris et al., 2008). The study adopted both financial and subjective measure of brand performance. Financial measures are useful for analyzing previous activities of an organization, but they are limited since brand managers cannot be guided by history alone. Ambler (2003) and Oktemgil (2003) add that brand performance measures need to incorporate financial measures owing to the growing role they play in justifying marketing expenditures. Schultz (2006) concur to the importance of financial based brand metrics and argue that given the prominent role that financial measures play in organisations and the relevance they have to senior executives, it is difficult to have a brand performance measure that does not incorporate financial metrics.

The study also incorporated subjective measures of brand performance. Customer measures seem to be a key category of the non-financial measures of brand peformance. In part this reflects central role of customers since the advent of the marketing concept by Kotler (1967). Vavra (1997) adds that marketing theory and practice have become increasingly customer driven over the last 40 years. In particular, the construct of marketing orientation has become central to the discipline (Kohli & Jaworski, 1990; Slater & Narver, 1994; Ambler, 2003). More importantly, market orientation has been shown to have a notable effect on the performance of service brands.Customer centric measures adopted in the study included brand awareness,satisfaction and loyalty.(Aaker,1996; Guenzi & Pelloni,2004).

Employee based metrics were also included as a brand performance measure. This conceptualisation follows from literature suggesting that employees play a pivotal role for service brands, being key in service provision (Balmer & Greyser, 2006; Balmer & Greyser, 2006; Berry & Seltman, 2007; de Chernatony & Cottam, 2008). More importantly, as Van Riel (1995) asserts that an organization will ultimately be judged by its actions particurarly of its staff or employees.

Other non financial measures used included organization effectiveness to reflect the degree to which universities moved toward attainment of mission and goal realization; efficiency as a pointer to provision of services to customers within an appropriate cost structure; relevance as a measure of how well universities mission continued to serve the purpose it was intended for and research and publications and CSR activities as an indication of universities research engagements and support of CSR activities.

1.1.5: Kenyan Universities

A university is an institution of higher education and research which grants academic degrees and provides both undergraduate and postgraduate education. There are two broad categories of universities operating in Kenya namely private universities and public universities. A public university is one that is fully owned and subsided by the government of Kenya while a private university is one owned by investors other than the government. Bourner and Flowers (1997) note that the efforts of universities focus on creating and implementing new and innovative academic programs, increasing education quality and preparing students for real life and future careers. Reed (2004) alludes to universities service orientation noting that their fundamental tasks are teaching, engaging in basic and applied research, assisting the professional development of their faculty members and the character development of their students. The universities were chosen for this study because of the vital contribution they are expected to make in the Country's attainment of Vision 2030 in terms of providing globally competitive quality education, training and research for development

The history of universities in Kenya can be traced back to 1961, when the then Royal College, Nairobi was elevated to university status under the name of the University of East Africa. This coincided with Kenya's independence from Britain in 1963. The University of East Africa was the first in Kenya and enrolled 571 students (Mutula, 2002). Since then, the higher education sector has expanded greatly. A major contributing factor to the growth is the considerable importance that Kenya placed on the role of education in promoting economic and social development after the achievement of independence in 1963 (Sifuna, 1998). This resulted in the rapid expansion of the education system to provide qualified persons for the growing economic and administrative institutions, and to undertake some reforms to reflect the aspirations of an independent state.

The expansion of Kenya's university education has been characterised by the upgrading of over 12 middle level colleges in the last decade and the issuance of charters to several private universities.The evolution of the sector has necessitated the provision of a common regulatory framework for management of Universities in Kenya. This led to the enactment of Universities Act No. 42 of 2012.The Act brought the establishment, governance and administration of universities under same legal framework and repealed individual Acts of Parliament that governed public Universities in Kenya. It further required the upgrading of Public University Constituent Colleges operating under Legal Orders to fully-fledged public Universities (CUE, 2013).This contributed to a rapid increase in the number of universities and growth of the higher education sector in Kenya to meet the increasing demand for higher education.

The higher education sector in Kenya is one of the fastest growing sectors in the economy. Currently, there are 31 public and 22 private local universities and university colleges totaling 53 universities (CUE, 2014).The students' enrolment in universities has also continued to expand over the years with a total number of about 240,000 students every year as per the economic survey of 2013.The high number of universities has heightened competition for quality students and academic staff. The competition is becoming regional and even global as the demand for university education increases. The globalization of university education has made it imperative for universities to rethink strategies for survival such as development of a more customer orientated service approach to education and an increased emphasis on corporate image.

In a market where students are recognized as customers, universities craft and implement strategies to maintain and enhance their competitiveness. They develop a competitive advantage based on a set of unique characteristics and communicate these in an effective and consistent way to all the relevant stakeholders. Under these circumstances, universities are realizing the role of corporate identity as a powerful tool which if well managed can help them develop competitive edge. While universities could be spending substantially on managing their corporate identity, it is not known whether their efforts have any influence on brand performance hence the need for the study.

1.2: Research Problem

The market place is increasingly becoming complex with increased competition, globalization and changing customer needs and wants hence the need for organizations to develop strategies for competitiveness and survival.With increased competition, universities are turning to Corporate Identity Management practices as a source of competitive advantage which if well managed may impact positively on brand performance. CIM practices influence brand performance through a favorable corporate image. A favorable Corporate Image has been found to impact on an organization's sales through increased customer, employees and investors' attraction (Kim et al., 2011). Brand performance is also influenced by Organizational characteristics such as physical and human capital, size, corporate ownership and sector (Anderson & Loof, 2009).Organizational characteristics are important for organizations' CIM activities which are ultimately reflected in performance. The constraints of conceptualization and operationalization relating to CIM practices, organizational characteristics and corporate image in an integrated framework within a university context formed the basis of the current study.

Globalization of the higher education sector implies that Kenyan universities need to market themselves in a climate of competition that is not only local but global. Faced with competition, universities are developing strategies for competitiveness and survival such as management of corporate identity in order to positively impact on their corporate image and performance.They are also relying on their characteristics being key to their CIM initiatives and performance. Financial resources, physical and human capital size, age, history and ownership are important for innovation and the range of activities that universities undertake. Location is also key and many universities are willing to spend heavily for a location that is right for their image. While universities could be spending heavily on managing their corporate identity, it is not clear whether this contributes to enhanced performance.Besides, a framework relating corporate identity management practices, organizational characteristics and corporate image to brand performance is yet to be developed especially in a university context .

Empirical studies on CIM have focused on direct relationship between individual components of CIM and brand performance. In addition, research findings have been contradictory and mixed. Globally, Nguyen and LeBlanc (2001) work on institutional image and reputation of a United State (US) university and customers and faculty loyalty concluded that institutional image influences loyalty. Binsardi and Ekwulugos (2003) found out that elements such as faculty members and facilities on a U.S campus were critical factors in determining students' perceptions of the image or reputation. However, a study by Mohammed (2012) on perceived value, service quality, corporate image and customer loyalty an empirical assessment from Pakistan telecommunication sector observed that corporate image did not influence customer loyalty in telecommunication industry of Pakistan.

Foo et al. (2001) work focused on 109 ASEAN public-listed companies that empirically sought to relate corporate identity to strategic planning within major corporations in the ASEAN region. Coleman (2004) study on UK's information technology (IT) sector established the influence of service brand identity on brand performance. Van den Bosch (2005) focused on the influence of corporate visual identity (CVI) on brand performance and concluded that the CVI management mix should include structural, cultural and strategic aspects. Melewar and Akel's (2005) strategic analysis on University's CIM practices concluded that CIM is an almagamation of several elements. Zentes et al. (2008) work focused on retailers brand personality and customers loyalty in Germany and concluded that brand personality directly influence the consumers loyalty. Bennet and Ali-Choudhury (2009) concluded that prospective students put a lot of emphasis on the university's brand promise. Regionally, Ivy (2001) considered image differentiation and market positioning of universities in South Africa.

Locally, Thuo (2010) focused on customer relationship management (CRM) and concluded that CRM practices significantly influence competitiveness of commercial banks but pointed out that organizational characteristics did not moderate the relationship. Kinoti (2012) had focused on Green Marketing Practices, Corporate Image, Organizational Characteristics and performance of ISO certified organizations and concluded that green marketing practices influence performance while corporate image intervened and organizational characteristics moderated the relationship. Owino (2013) focused on Service Quality and Corporate Image on Customer Satisfaction among University students in Kenya and concluded that there exists a significant difference in the dimensions of service quality between public and private university students. Njeru (2013) analyzed the relationship between market orientation and performance of tour firms in Kenya and found that market orientation influences performance. Ndungu (2013) focused on Quality drivers, managerial focus, customer perception and satisfaction in large flour mills in Nairobi Kenya

There is an absence of integrated framework relating corporate identity management practices, organizational characteristics and corporate image to brand performance in a university context. Conceptual frameworks that account for variation in brand performance such as Corporate Identity Management practices, Organizational Characteristics and Corporate Image provide partial explanations. Studies on corporate identity management have either been global or regional and tend to focus on individual CIM decision variables, without exploring their combined influence on brand performance. Similarly, previous studies have focused on direct relationships between variables without assessing the influence of mediating and moderating variables in the relationships. The current study focused on the influence of Organizational Characteristics and Corporate Image on the relationship between CIM practices and Brand Performance of Kenyan universities. The study aimed at answering the question: To what extent do organizational characteristics and corporate image influence the relationship between corporate identity management practices and brand performance of Kenyan Universities?

1.3: Objectives of the Study

The broad objective of the study was to determine the influence of organizational characteristics and corporate image on the relationship between CIM practices and brand Performance of Kenyan universities. The specific objectives were to:

i. Assess the influence of Corporate Identity Management practices on brand performance of Kenyan universities.
ii. Examine the effect of organizational characteristics on brand performance
iii. Determine the effect of Corporate Identity Management practices on the corporate image of Kenyan universities.
iv. Assess the influence of corporate image on brand performance
v. Establish the influence of corporate image on the relationship between Corporate Identity Management practices and brand performance
vi. Determine the influence of organizational characteristics on the relationship between corporate identity management practices and brand performance
vii. Examine the joint effect of Corporate Identity Management practices, corporate image and organizational characteristics on brand performance of Kenyan universities.

1.4: Value of the Study

The value of this study is in the significant contributions it will have in the theory, policy-formulation and management practices. The integrated framework, linking corporate identity management practices, organizational characteristics and corporate image to brand performance, extends identity scholarship to a university context. The application of evolutionary economics provided insight on the use of Corporate Identity as a managerial survival tool for adaption to current environmental trends for universities facing global, regional and local competition. The theoretical value of the study also lied in the provision of a multidisciplinary framework, based on economic theories that extended CI scholarship to a university context. Scholars of corporate identity will find the brand performance measure, used for university, useful in other contexts. It is expected that findings may facilitate replication of corporate identity studies within other organizational contexts.

The results of the study are expected to inform policy formulation and implementation of CIM initiatives by the government, donors, and university collaborators. Higher education sector has been identified as a one of the priority sectors under the economic pillar in the Vision 2030. This could be attributed to the role that universities are expected to play in the Country's attainment of Vision 2030 in terms of providing globally competitive quality education, training and research for development. There is therefore need for government interventions in terms of complementing universities efforts to provide globally competitive quality education. The study will also be valuable in formulation of strategies for utilizing CI as a strategic tool for service marketing organizations having been developed in a service marketing environment.

The research will offer university management invaluable insights on the influence of CIM decisional variables on their brand performance. In other words the multidisciplinary conceptualization of CIM practices will enable their influence to be clearly understood by university management. Establishing the influence of CIM practices, Organizational characteristics and Corporate Image will provide a useful starting point for senior management in the formulation of appropriate CI strategies that could enhance positioning and brand competitiveness.

Finally, this study will assist other profit, non-profit organizations and government ministries, departments and agents to develop and implement strategies that can positively impact on performance such as management of corporate identity and corporate image. The inclusion of the selected mediating effect corporate image and moderating effect of organizational characteristics will extend the CIM initiatives and brand performance discourse.

1.5: Organization of the Thesis

The thesis is organized in five chapters. Chapter one has briefly discussed the subject of the study as well as the study variables. It has also presented research problem and the study objectives that guided the research hypotheses. Related literature was presented along the study variables from relevant studies. The contribution that the study was expected to make to theory and practice of marketing was also discussed.

Chapter two presents the theoretical foundations of the study as well as theoretical and empirical review of relevant literature on Corporate Identity management practices, Organizational Characteristics, Corporate image and brand performance. It also provides a summary of the knowledge gaps identified in the literature. A conceptual model is also provided in line with the study objectives and research hypotheses at the end of the chapter. Chapter three presents the research methodology used in the study, research philosophy and research design. It also includes data collection methods, measurement of research variables and the data analysis techniques. Chapter four presents data analysis, findings and interpretation of results. Chapter five summarizes the entire thesis including discussions, conclusions, recommendations, limitations and suggestion for further research.

1.6: Chapter Summary

The chapter has reviewed the background of the study, described the key study variables and given an overview of Kenyan Universities. The chapter has also described the research problem, objectives of the study, value of the study and outlined the organization of the thesis. The next chapter presents the theoretical foundation of the study, a critical review of theoretical and empirical literature, the conceptual framework and hypotheses of the study.

CHAPTER TWO
LITERATURE REVIEW

2.1: Introduction

This chapter presents review of relevant theoretical and empirical literature. It also presents the theoretical foundation of the study, the relationship between corporate identity management practices, organizational characteristics, corporate image and brand performance. The chapter concludes by providing a summary of selected studies highlighting the knowledge gaps. A conceptual model and conceptual hypotheses used to address the knowledge gaps are also provided.

2.2: Theoretical Foundation of the Study

The globalization of the higher education sector implies that Kenyan universities need to market themselves in a climate of competition that is not only local but global. Faced with competition, universities are developing strategies for competitiveness and survival such as management of corporate identity in order to positively impact on their corporate image and brand performance.Various theories explain the CIM and performance relationship. Among them are the economic theories namely evolutionary and behavioral theories. The theory and practice of corporate identity is in close relationship with corporate values which is rooted in economic theory. Corporate identity thus can be explained by these two economic theories. The resource-based view of the firm explains the sustainable competitive advantage and guides on practices that could create more value for an organization (Cravens, 1998; Fahy & Smithee, 1999.

2.2.1: Evolutionary and Behavioral Theories.

Evolutionary economic theory views Corporate Identity as a managerial tool used to achieve competitive or strategic advantage. The theory states that there is a natural tendency among organizations to adapt to current environmental trends for survival (Csordás, 2008). This theory implies that firms need to develop distinct ways of doing things in order to stay ahead of competition. The management's task is to strategically manage the distinct character of the organization, mostly by way of explicit communication, in order to achieve good image and reputation. Behavioral economics, on the other hand, views corporate identity as a multidisciplinary area (Frenken, 2007).This is supported by the divergent views of practitioners and academicians on corporate identity.

Practitioners' definitions of corporate identity seem to focus on the more tangible aspects of identity especially those that are relatively easy to manage like the corporate visual identity systems (Olins 1995; Balmer & Soenen, 1998). On their part, theorists focus on the structure of corporate identity and consider it as the set of interdependent characteristics of an organization that give it specificity, stability, and coherence (Moingeon & Ramanantsoa, 1997). The interdependent characteristics in the current study included corporate culture, corporate communication, corporate brand personality and customer relationship management. Universities in Kenya operate in competitive higher education sector as evident from the recent expansion. Corporate Identity Management is a powerful tool for competitive advantage that universities could use as part of their strategic growth and expansion.

2.2.2: Resource Based View (RBV) theory

The resource-based view of the firm explains the sustainable competitive advantage.Central to the propositions of RBV theory is that competition in all industries is becoming increasingly intense as companies search for new ways to develop sustainable competitive advantages to counter their rivals. This implies the need for organizations to focus on selecting practices that could create more value. Similarly, organizations need to identify the sources of competitive advantages (Cravens, 1998; Fahy & Smithee, 1999).

Barney (1991) notes that organizations have a collection of unique resources and capabilities that provide basis for sustained competitive advantage so long as they are valuable, rare, non-substitutable and difficult to imitate. Hall (1992) singles out three categories of resources used to create competitive advantage namely tangible assets, intangible assets and human resources, with human beings considered as the most productive asset. Hall (1992) further observes that intangible assets such as corporate image, corporate culture and employee know- how are characterized as more influential than tangible assets as they are likely to meet Barney's (1991) classification of unique resources. This view agrees with later scholars who argue that unique independent practices by organizations lead to competitive advantage especially where organizations are operating in highly competitive enviroment (Wright et al.,1994). Guthrie et al. (2004) also concur noting that an organization performance can be attributed to its unique resources that create competitive advantage.

Similarly, O'cass et al. (2004) argue that a firm's specific characteristics are capable of producing difficult to imitate core resources which determine the performance variation among organizations. The resource-based view further stipulates the fundamental sources and drivers of organizations' competitive advantage and superior performance arguing that it is mainly associated with the attributes of their resources and capabilities which are rare, valuable, difficult to imitate and not substitutable. These resources can generate a competitive advantage which eventually leads to superior organizational performance.

2.3: Corporate Identity Management Practices and Brand Performance

The objective of CIM is to establish a favorable image and reputation with an organization's stakeholders which it is hoped will be translated by such stakeholders into a propensity to buy the organization's products and services, to work for or to invest in the organization (Balmer & van Riel, 1995).Corporate identity was initially viewed from graphics orientation perspective (Olins, 1995; Balmer & Soenen, 1998). The works of Olutanyo and Melewer (2007) indicate a shift in the corporate identity management mix (CIMM), away from a narrowly conceived graphics orientation. The study adopted a multidisplinary perspective and considered CIM decision variables to include corporate visual identity systems, corporate culture, corporate communication, corporate brand personality and customer relationship management to have an impact on university brand performance.

Corporate visual identity (CVI) is a tangible asset which can be used to represent the organization. Key elements of corporate visual identity are the corporate name, logo, corporate slogan, colour, stationery, printed materials (such as brochures and leaflets), advertisements, websites, vehicles, buildings, interiors, and corporate clothing as well as architectural buildings. In general terms, a CVI expresses the values and ambitions of an organization, its business, and its characteristics. Boyle (1996) asserts that the brand's visual identity helps overcome intangibility in terms of consumers being able to differentiate between brands. Fombrun and Van Riel (2004) adds that a number of distinctive trademarks, logos and visual elements like Nike, the swan of KLM, the logo of Akzo Nobel and the Shell emblem are used by organizations and are recognized all over the world. Van den Bosch et al. (2005) concur noting that a brand's name and logo as visual cues are important drivers of brand awareness. Similarly, deChernatony (2006) observes that for service brands, physical cues such as the logo, clothes employees wear and premises help to distinguish organizations.

The extant literature point to the influence of CVI on an organization's performance. Melewar and Saunders (2000) study on which CVI applications were effective in projecting the identity of British multinationals with subsidiaries in Malaysia concluded that apart from clothing, all other CVI items like interior/exteriors, stationery, publications, vehicles, signs, forms, advertising, packaging, promotional gifts, and products were of importance in expressing the identity of the organization.

The study on logo designs has been replicated and extended in China and Singapore (Henderson, Cote, Meng Leong, & Schmitt, 2003) with the conclusion that logo design may accomplish the visibility goals of an organization across international borders. Whereas Henderson and Cote limited their study to the design of the logo, Warlop, Ratneshwar and Osselaer (2005) increased the complexity of their research by measuring its recognizability, comparing easy and difficult learning conditions, based on different brand names, packaging and price. The study found out that attributes such as a distinctive brand name and packaging helped consumers to recall intrinsic product quality.

This view is supported by Souiden et al. (2006) empirical study on corporate branding dimensions on consumers’ product evaluation that was based on a sample of 218 Japanese and American consumers. The corporate name was found to have a direct, positive and significant effect ($p < 0.001$) on consumers’ product evaluations. The influence of corporate culture on performance as another CIM dimension was also studied.

Corporate culture is defined as the unwritten, the formally decreed pattern of shared values and beliefs that help individuals understand the functioning of an organization and thus provides them norms for behavior (Deshpande & Webster, 1989). An organisation culture signifies behaviour in the organisation and hence it is a control apparatus. Behavior is of particular relevance to service organizations as it facilitates consistency across the organization (Gordon & DiTomaso, 1992; O'Reilly & Chatman, 1996; Sorensen, 2002). Chan et al (2004) concurs noting that organizational culture is a particularly valuable resource for service companies.

The extant literature suggests that corporate culture impacts on an organization performance. Jarzabkowski and Wilson (2002) work focusing on Warwick university in UK observed that the university’s culture was based on principles like success-orientated; entrepreneurial and competitive; intra-organizational competition; low tolerance for non-performers; pioneering; and competing at the highest level of sectoral environment. The study concluded that the university’s culture impacted on its performance.Chan et al.(2004) observed that culture facilitates behaviourial consistency across service organizations hence its a valuable resource.This view is supported by de Chernatony (2006) who argue that cultures with consistent values promote employee motivation, commitment and loyalty which in turn enhances brand performance.While earlier work suggests a positive relationship, more recent studies provide mixed results. For instance, Xenikou and Simosi (2006) observe that an adaptive cultural orientation had a significant negative influence on performance where performance was measured in financial terms. However, O'Cass and Ngo (2007) found that an innovative culture, characterised by employee flexibility, adaptability and spontaneity, had a positive and significant influence on brand performance.The study also examined the corporate communication brand performance relationship.

Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent. Corporate Communications create favorable relationships with stakeholders and transmit corporate philosophy and vision to ensure consistency.Goodman (2004) argues that corporate communication is a strategic tool in developing a competitive advantage.

A study by Convey (2004) on the significance of corporate communication on levels of staff commitment to company objectives found that no more than one in three employees knew what the organization was trying to achieve and why, and just one in five were excited about these objectives. Not surprising then, just one in ten employees felt that the organization expected staff members to take responsibility for the results of company operations.The study implies that organizational performance is adversely affected by inadequate communication and poor management, which together create an unmotivating organizational culture. Mee and Clewes (2004) found that regular communications, and specifically direct mail, had a positive influence in the recycling behaviour of 75 per cent of residents in Rushcliffe Borough Council in U.S.A.The effect of brand personality on university performance was also examined.

Brand personality refers to the human characteristics or traits that can be attributed to a brand. It reflects the values, words, and actions of all employees of the corporation. Brand personality considers how brands can be made human in order to reveal the brand’s character and attitude in a more emotionally orientated manner. Developing brand personality entails addressing questions such as if this brand was a person what type of person would it be. Brand personality involves use of human traits such as sincerity, excitement, competence, sophistication and ruggedness in order to make a brand appear more familiar and less risky

(Aaker ,1996; Zentes et al.,2008).Various studies note the influence of brand personality on organizations' performance.

Freling and Forbes (2005) posit that personification of a brand engenders a greater willingness to pay premium prices while Zentes et al. (2008) assert that it fosters greater brand loyalty thus increasing purchase likelihood and also helps in brand differentiation (Swaminathan et al., 2008).Freling and Forbes' (2005a) empirical research observe that subjects exposed to stimulus materials containing information about the brand's personality regardless of the dimension had significantly more favorable brand attitudes than those exposed to stimulus materials containing no information about the brand personality. The rationale for this is that attitudes lead to intentions which in turn result in actual behavior of purchasing the brand hence further supports the notion that brand personality influences organization performance.

This view is supported by Opoku et al. (2008) who explored whether Swedish Universities communicated distinctive brand personalities in cyberspace and the influence on university selection by the students. Data was drawn from the English Web sites of 17 Swedish universities and revealed that some universities appear to have clear brand personalities, others take on a new face with regard to the obvious personality one would have initially associated them with, while others fail to communicate their brand personalities in any distinct manner. The study concluded that university's brand personality plays a key role in student's ability to form an emotional connection with the university hence influence the university selection. Customer Relationship Management and brand performance relationship was also studied.

Customer Relationship Management represents a strategy for creating value for both an organization and its customers through the appropriate use of technology, data and customer knowledge (Payne & Frow, 2005). Day and Van den Bulte (2001) add that the strategy requires focus, training, and investment in new technology and software to aid in the development of value adding CRM systems. CRM thus brings together people technology and organizational capabilities to ensure connectivity between the company, its customers and collaborating firms to aid an organization superior performance. In a study of the international marketing of British education, Binsardi and Ekwulugo (2003) provided a comprehensive literature analysis which linked customer relationship management to the marketing of services and emphasised that relationships require at least two parties who are in contact with each other namely the customer and the service provider.Their view support appropriateness of applying the customer relationship management approach to higher education institutions given that even the best marketers and advertisers cannot succeed in positively promoting a HE (Higher Education) institution if the service staff are not responsive to the students' needs and expectations.This view is further supported by a number of empirical studies.

Coltman et al. (2011) study in Australia focused on 50 organizations using across-sectional sample of business-to-consumer firms with significant CRM programs. The study results revealed a positive and significant relationship between a superior CRM capability and firm performance. The work of Izquierdo et al. (2005) posits that effective CRM enhance customers' loyalty contributing to organization revenue and profitability. However, this view has been challenged by some scholars. Hendricks et al. (2007) found that CRM did not have a significant effect on share price or profitability.Similarly, Ranaweera (2007) observed that the premise that having long-term satisfied customers as the best predictor of having profitable customers was shown to be too much of a generalisation.This view contrasts Sin et al. (2010) who observed that CRM had positive outcomes such as sales growth, customer retention, and return on investment hence impact on overall performance.

The extant empirical corporate identity literature indicates its influence on organizations performance. Foo et al. (2001) carried out a study on 109 ASEAN public-listed companies that empirically sought to relate corporate identity to strategic planning within major corporations in the ASEAN region. The study established that efforts in corporate identity correlate statistically most significantly ($p < 0.001$) with strategic planning. The promotion of corporate identity is perceived within ASEAN to be part of performance enabling tools that facilitates a higher, more integrative corporate presence and achievement of financial objectives.Coleman (2004) carried out a study on UK's information technology (IT) sector to establish the influence of service brand identity on brand performance.A quantitative research design was employed to gather primary data with 421 senior executive in the service sector. The results indicated that service brand identity had a positive and significant ($p<0.001$) influence on brand performance.

2.4: Organizational Characteristics and Brand Performance

Organizational characteristics are internal features which have the capacity to positively or negatively affect organizational performance. The selected organizational characteristics that formed basis of the study included age, size, location, ownership and history of the organizations. Relationship between organizational characteristics and performance has been documented in literature though not in a university setup. Kotler et al (1999), argue that location is important as a means of conveying an organization's identity and that organizations spend large sums of money to ensure that their location is appropriate for their customers. Ireland and Hitt (2000) posit that the number of years an organization has been in existence may influence its range of business activities and profitability of its operations. Similarly, Schoenhrr (2008) observe that organization size influences adoption of technological innovations hence impacting on performance.

The age of organization and performance relationship have been noted in literature. Older organizations are said to enjoy superior performance since they are more experienced, have the benefit of learning, and are not prone to the liabilities of being new. These key characteristics allow large organizations to generate superior performance relative to smaller firms (Majumdar, 1997). However, Majumdar (1997) further observe that older organizations are prone to inertia, are bureaucratic, lack the flexibility to make rapid adjustments to changing conditions and are likely to lose out in the performance stakes to younger and more agile organizations.. This view is similarly supported by Cadogan, Diamantopoulos and Siguaw (2002) who note that as organizations become older and more experienced they tend to be more bureaucratic and inflexible.

Empirical evidence reveals mixed findings on organizational characteristics and performance. Lin et al. (2008) work on Organizational Characteristics, Board Size and Corporate Performance of Taiwanese public companies using a sample 616 respondents found out that organizational characteristics had a significantly positive relationship with company performance ($\beta 2 = 0.0117$, $p < 0.01$).Similarly, Prescott and Vischer (1980) observed positive association between an organization size and Profitability and suggested that this relationship could be attributed to differentiation and specialization strategies adopted which contributes to higher efficiency. This view is supported by Hendricks and Singhal (2000) who note that organization size is an important predictor for performance measured in financial terms.

The work by Ogbonna and Ogwo (2013) on 52 insurance firms in Nigeria noted that organizational characteristic like age had a weak link to corporate performance. A study by Thuo (2010) on the relationship between Customer Relationship Management (CRM) and competitiveness of commercial Banks in Kenya observed that factors like age and size of an organization did not directly influence competitiveness of banks. Similarly the work by Poensgen and Marx (1985) on 1,478 German manufacturing firms in 31 industries noted a weak relationship between size and organization profitability. This observation is similarly supported by Whittington’s (1980) study that found a negative association between firm size and profitability for UK-based listed manufacturing companies covering the time period from 1960 to 1974.

Ownership of an organization may have an influence on strategic decisions such as the mission, vision, and objectives of the entity, which in turn is what gets communicated to employees, as its personification including its values, standards and distinctiveness (Balmer, 2008). Considerable evidence suggests that family businesses generally out perform their non-family counterparts (Dibrell & Craig 2006; Munoz 2001). Anderson and Reeb (2003) confirm that when family members serve as the CEO, financial performance is better than with CEOs from outside the family, and that this effect is even more pronounced when founders are still active.These findings support the notion that business ownership influences performance.Similarly, Zahra, Anderson and Loof (2009) posit that financial resource, physical and human capital, size, corporate ownership and sector affiliation are important for firms' innovation activities which are ultimately reflected in an organization's performance. Moingeon and Ramanantsoa (1997) stress the interaction between history and corporate identity noting that history influences the definition of corporate identity. Jarzabkowski and Wilson (2002) agree noting that history created an identity in support of the entrepreneurial self-image of Warwick University in the United Kingdom (UK).

2.5: Corporate Identity Management Practices and Corporate Image

Corporate Identity Management entails transmission of what the organization is and what it stands for to internal and external stakeholders through strategically planned visual identity, communication, corporate values, communication and behavior. Effective corporate identity management can lead to a favorable corporate image and over time a favorable corporate reputation.

Literature supports CIM practices and corporate image relationship. Balmer and Gray (2000) observe that corporate visual identity plays a significant role in the way an organization presents itself to both internal and external stakeholders, and provides it with visibility making it easy to be recognized. Binsardi and Ekwulugos (2003) study on a US university observed that faculty members and facilities were critical factors in determining students' perception of the image or reputation of the university and also symbolizes the organization for external stakeholders hence contributes to its image and reputation

The work by Souiden.et al. (2006) on corporate branding dimensions on consumers' product evaluation that was based on a sample of 218 Japanese and American consumers established that corporate name had a positive and significant impact on the corporate image. This view is further supported by Gregory and Wiechmann (1999) who claim that a corporate name impacts on corporate image. Corporate communication also impacts on image. Dewhirst and Davis (2005) work found out that corporate communications helped Players cigarettes build image and increase shareholder value in the Canadian market. Similarly, Lee and Park (2007) posit that corporate communications create brand awareness and foster favorable image and favorable brand attitudes.

Van Riel (1995) explains the influence of corporate culture noting that an organization will ultimately be judged by the action of staff, and for the service industry, the users of a service would directly consider staff behaviour as part of the behaviour of the organisation. This view is supported by Chan et al (2004) who argues that corporate culture is a particularly valuable resource for service organizations as it encompases how things are done incorporating employee behaviour, values, beliefs among others ultimately influencing an organizations image and reputation.However, consistency in service provision is a particularly major challenge for service brands due to the human element.

Aaker (1996) considers the brand customer relationship as the bottom line which helps drive and enhance brand identity programs especially if the relationships are perceived well. Oplatka and Hemsley-Brown (2005) add that CRM strategy is compatible with the nature of education services, because it promotes the involvement of students in the marketing and image-building of their institutions. Coltman (2007) concur noting that superior CRM capability can drive an organizations image and performance.

2.6: Corporate Image and Brand Performance

The literature on corporate image suggests that brand performance is influenced by the feelings and beliefs about the organization that exist in the minds of its audiences. Further, managing corporate image, involves the fabrication and projection of a picture of a corporation, deliberately constructed to influence the public thus it is a valuable asset that organizations need to manage.

There is agreement that a good corporate image can positively affect an organizations sales and market share and the establishment and maintenance of a loyal relationship with customers (Andreassen & Lindestad, 1998; Nguyen & Leblanc, 2001). Keller and Aaker (1997) concur noting that a strong corporate image can be used to increase communication efficiency and positively influence consumer behavior. Similarly, Andreassen and Lindestad (1998) observe that corporate image serves as an important factor in influencing the perception of quality, consumers' evaluation of satisfaction and customer loyalty.This view is Supported by de Ruyter and Wetzels (2000) who add that corporate image is an information cue that consumers use to judge issues like credibility, perceived quality and purchase intentions. Additionally, Alessandri (2001) observe that a favourable corporate image builds the reputation of the company contributing to positive perception by the public This implies that corporate reputation is formed over time by repeated impressions of the corporate image.

Empirical studies support corporate image and brand performance relationship.A study by Bhattacharya and Sen (2003) found out that a good corporate image helps in making the consumers more attached to the company contributing to corporate commitment. Arpan et al. (2003) found three influencing factors to a university image namely academic attributes, athletic attributes and news media coverage but only academic attributes were consistent across groups.Boyle (1966) in a case study on Prudence insurance company in the U.K noted that Corporate image promoted the sales of the organizations' products and also attracted shareholders and employees to the organization.This view is supported by Kim et al. (2011) who note that a favorable image can boost a firm's sales attract investors and employees and weaken the negative influence of competitors hence impacting on an organizations performance.Similarly, Nguyen and LeBlanc (2001) focused on the influence of image on brand performance. They found out that the interaction between institutional image and institutional reputation contributed to improved customer loyalty and further pointed out that these determine students' perceptions of the image or reputation of a higher education institution.

Empirical study by Oplatka (2002) concluded that corporate image impacts customer attraction and retention in an organization. This view is supported by Owino (2013) study on Service dimensionality on Kenyan universities. The study established that image had a positive and significant influence on the quality perception by the students. Studies have found that university institutional image and reputation strongly affect retention and loyalty of students implying that even after graduating, a satisfied student may continue to support the academic institution, whether financially or through word of mouth to other prospective students hence impacting on the universities performance.

This view is further supported by Kheiry1 et al (2012) work on University intellectual image impact on satisfaction and loyalty of students (Tehran selected universities) involving a sample of 989 students from selected universities. The study concluded that image of university has direct and positive effect on satisfaction of students hence impacting on performance. Abd-El-Salam et al (2013) work on the impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty where survey data was collected from 650 customers of an international service company showed that there was a significant positive relationship between corporate image and reputation and customer loyalty which ultimately impacts on an organization's performance.($r=0.175$, $P<0.01$).However, the work by Mohammed (2012) on perceived value, service quality, corporate image and customer loyalty an empirical assessment from Pakistan telecommunication sector established that corporate image had no influence in promoting customer loyalty.

2.7: Corporate Identity Management Practices, Corporate Image and Brand Performance

The extant literature notes the influence of an organization's CIM practices on corporate image which may also be ultimately attributed to organization performance. Baker and Balmer (1997) state that visual identity represents the organization's values and philosophy and supports corporate communication influencing consumers, employees and investors. Similarly, Melewar and Jenkins (2002) posit that corporate communications create favorable relationships with stakeholders since it facilitates transmission of corporate philosophy and vision to ensure consistency in an organization. Corporate communication is a strategic tool in developing competitive advantage. Culture also influences employee performance. de Chernatony (2006) observes that cultures, with consistent values promote employee motivation, commitment and loyalty which in turn enhances their relationship with customers.Henderson et al. (2010) observe that logos influence corporate image, by creating brand awareness, brand selection and company evaluations and indicating quality.

Corporate brand personality similarly impacts on brand performance. Brand personification impacts on corporate image and performance since it engenders a greater willingness to pay premium prices, fosters greater brand loyalty, facilitates relationship building, increases purchase likelihood and helps in brand differentiation (Freling & Forbes, 2005). Buendia and Meljoum (2004) case studies on two firms in Sweden observe the importance of managing the corporate identity arguing that effective management of corporate identity enables an organization to build understanding and commitment among its diverse stakeholders. This can be noticed in an ability to attract and retain customers and employees, achieve strategic alliances, gain the support of financial markets and generate a sense of direction and purpose. A conclusion can be drawn that corporate identity is a strategic issue intended to impact on an organizations image and performance. Similarly, Wilson (1998) argues that an effective corporate identity management will hopefully lead to a favorable corporate image and, over time, a favorable corporate reputation.

Souiden et al. (2006) empirical study on corporate branding dimensions on consumers' product evaluation that was based on a sample of 218 Japanese and American consumers established that corporate image was a mediator of the corporate name's effect on consumers' product evaluation. Similarly, Amini et al (2012) study on effectiveness of marketing strategies and corporate image on brand equity as a sustainable competitive advantage where data was collected from 317 consumers of Video and Audio Products of Samsung in flower bazaar of Imam Reza in tehran city revealed that marketing strategies affect brand equity indirectly through corporate image implying that Corporate image mediates the relationship.

2.8: Corporate Identity Management Practices, Organizational Characteristics and Brand Performance

Organizational characteristics are important for firms' CIM activities which are ultimately reflected in its brand performance.Kotler et al (1999) observe that location is important as a means of communicating an organization identity and organisations are willing to spend heavily for a location that can enhance their image, get a wider market coverage, and obtain better visibility.Age as depicted by the number of years an organization has been in existence influence organizations activities hence impacting on its performance (Zahra, Ireland & Hitt ,2000). Similarly, Ireland and Hitt (2000) posit that the number of years an organization has been in existence may influence its range of business activities as well as profitability of its operations.

Schoenhrr (2008) argue that an organization's size influences the scope of its corporate identity programs as well as its ability to adopt technological innovations thus impacting on performance. Similarly, organizations ownership is perceived to influence its identity, strategy, vision and mission and impact on performance (Anderson & Loof, 2009). The work by Kinoti (2012) established a moderating effect of organizational characteristics measured in terms of age and size of the firm and type of industry and ownership on the corporate image and performance of ISO 9000 and 14000 certified organizations in Kenya. However, a study by Thuo (2010) on the relationship between Customer Relationship Management (CRM) and competitiveness of commercial Banks in Kenya observed that factors like age and size of an organization did not directly influence competitiveness of banks nor moderate the CRM and marketing productivity.

2.9: Corporate Identity Management Practices, Organizational Characteristics, Corporate Image, and Brand Performance

The literature highlights the influence of CIM practices on organization performance. Research on service marketing points at the role of CIM in providing distinct visual cues that unlike physical brand features cannot be copied (Ghodwar, 2008) , a basis for relationship with customers (Zentes et al., 2008) and an aid in overcoming intangibility. However, research on implementation of CIM in universities is yet to develop a framework focusing on combined influence of CIM practices, organizational characteristics, and corporate image on performance of Kenyan universities which was the aim of the current study.

Several studies have been conducted on corporate identity management. However, the studies have focused on individual components of CIM constituting a methodological gap while others have been carried out in different countries constituting a contextual gap. Besides, empirical studies on CIM and organization performance are currently skewed to the developed countries making it difficult for developing countries such as Kenya and other Sub – Sahara countries to generalize the relationship between the two variables. In addition, research findings have been contradictory and mixed. Coleman (2004) carried out a study on UK's information technology (IT) sector to establish the influence of service brand identity on brand performance.A quantitative research design was employed to gather primary data with 421 senior executive working in the UK's IT service sector. The results indicated that service brand identity had a positive and significant influence on brand performance. Foo et al (2001) carried out a study on 109 ASEAN public-listed companies that empirically sought to relate corporate identity to strategic planning within major corporations in the ASEAN region. The study established that efforts in corporate identity correlate statistically significantly with strategic planning.

Bennet and Ali-Choudhury (2009) investigated the influence of CIM practices on university performance focusing on the perceived favourability of the elements of a UK university brand by students and concluded that prospective students put a lot of emphasis on the university's brand promise. Nguyen and LeBlanc (2001) focused on the effects of institutional image and institutional reputation on student retention or customer loyalty. Data was collected from 395 students of a United States (US) business school. The study found out that the interaction between institutional image and institutional reputation contributed to improved customer loyalty and that elements such as faculty, academic staff members and facilities on campus were critical factors which helped determine students' perceptions of the image or reputation of a higher education institution.

Kheiry1et al. (2012) studied University intellectual image impact on satisfaction and loyalty of students (Tehran selected universities) involving a sample of 989 students from selected universities. The study concluded that image of university has direct and positive effect on satisfaction of students hence impacting on performance. Abd-El-Salam et al. (2013) work on the impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty where Survey data was collected from 650 customers of an international service company showed that there was a significant positive relationship between corporate image and reputation and customer loyalty which ultimately influences an organization's performance. This view is supported by Binsardi and Ekwulugos (2003) work on students' perception of UK universities.They observed that elements such as faculty members and facilities on campus were critical factors in determining students' perceptions of the image or reputation of a higher education institution. However, Melewar and Akel's (2005) research took a strategic perspective of the role of corporate identity in the higher education sector. They based their strategic analysis on the University of Warwick's CIM practices on four components of corporate identity model developed by Melewar and Jenkins (2002) consisting of communication, visual identity, behavior, corporate culture and market conditions. Their conclusion was that CI is an almagamation of several elements, none of which management can consider most important.

Regionally, Ivy (2001) considered the market positioning of universities in South Africa and United Kingdom (UK) as a way of image differentiation. The research provided a perceptual map plotting the market positioning of polytechnics and old universities in the UK, and old universities and technikons in South Africa. This study did not offer insight into the strategic use of CIM to influence performance.Van den Bosch (2005) focused on the influence of managing corporate visual identity on brand performance of twenty Dutch organizations and concluded that the CVI management mix should include structural, cultural and strategic aspects. Zentes et al (2008) focused on brand personality and customers loyalty of retailers in Germany and concluded that brand personality influences consumers loyalty.However, their work may not provide a framework that relates CIM's influence on brand performance and the moderating and intervening influence of corporate image and organizational characteristics.

The extant literature shows a predominant positive and significant relationship between CIM practices and organization performance (Olutanyo & Melewer,2007; Coleman, 2004; Balmer & van Riel 1997; Nguyen & LeBlanc,2001; Foo et al. 2001; Bennet & Ali-Choudhury,2009; Balmer & Gray,2000; Van den Bosch et al.,2005; Chan et al.,2004; Zentes et al.2008).A negative significant relationship has also been noted.Xenikou and Simosi (2006) who observed that an adaptive cultural orientation had a significant negative influence on performance where performance was measured in financial terms.

In addition, individual studies have examined organizational performance using non-financial, financial and combined measures. The work by Farris et al. (2008); Balmer and Greyser (2003); de Chernatony and Cottam (2008) adopted financial measures.On the other hand Aaker (1996); Guenzi and Pelloni (2004); Ambler (2003); Munoz and Kumar (2004) and Oktemgil (2004) used non-financial measures. Jaworski and Kohli (1993) used combined performance measures. The study adopted both financial and non-financial measures. Previous empirical studies have also reported a strong correlation between objective and subjective performance measures. (Venkatraman & Ramanujam, 1986; Appiah-Adu, 1998; Dawes, 1999).

2.10: Summary of Knowledge Gaps

The literature reviewed here above present mixed results regarding the influence of corporate identity management practices, organizational characteristics and corporate image on brand performance.A number of studies assessed the influence of the key variables on performance in isolation while others focused on different contexts. Table 2.1 summarises the identified knowledge gaps.

Table 2.1: Summary of Knowledge Gaps

Author(s)	Focus of Study	Methodology and findings	Knowledge gaps	Focus of the current study
Owino (2013)	Service dimensionality on Kenyan universities and students satisfaction	Descriptive cross sectional survey There exist significant differences in the dimensions of service quality between public and private university students.	Study limited to service dimensions in universities in Kenya	The current study will focus on CIM practices and performance of the universities
Njeru (2013)	An assessment of the relationship between market orientation and performance	Descriptive cross sectional survey with a sample of 104 tour firms Market orientation influences performance	Study limited to market orientation of tour firms.	Current study will focus on universities CIM practices and brand performance
El-Salam et al. (2013)	Corporate image and performance	Longitudinal study sample 650 customers. Corporate image influences organization performance	Study limited to international service company	Need to replicate this in the context of Kenyan university
Kheiry1 et al. (2012	University intellectual image impact on satisfaction and loyalty of students	Tehran selected universities. Sample of 989 students from selected universities	Study limited to students from selected universities	Need to replicate this in the context of Kenyan university and focusing on key informants
Kinoti (2012)	Green Marketing Practices and Performance of ISO 9000 Certified Organizations in Kenya	Descriptive cross sectional survey. Regression analysis used to analyze data Green Marketing Practices influences Performance	Study limited to green marketing practices and ISO certified firms	Curren study will focus on CIM practices and brand performance of universities
Coleman (2004)	Service brand identity and performance	Empirical single case exploratory study of a UK firm. Service brand identity influences brand performance	Single case study	Need to replicate this in the context of a university brand performance

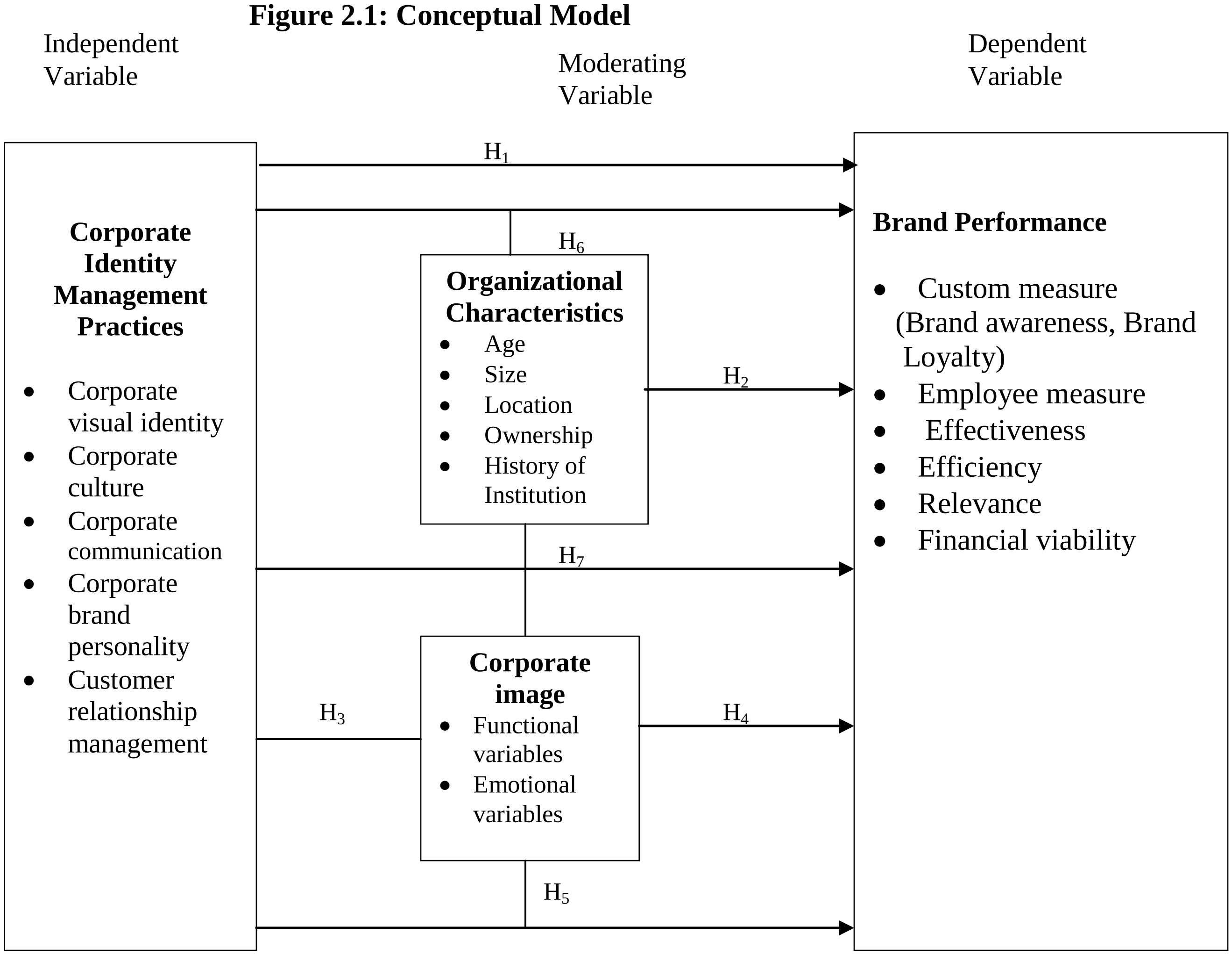
Anderson and Loof (2009)	Organization characteristics Resources, size, ownership,sector	Single case exploratory study. An organization's characteristics' influences brand performance	Focus on SMEs	Need to establish validity of such findings among universities
Ambler and Oktemgil (2003)	Organizational Performance Financial metrics and non-financial metrics	Empirical and Comparative Evidence from Turkish and UK Firms. Financial and non-financial measures influences organizations performance	Working paper series	Need to replicate this in the context of a university brand performance
Melewar and Akel (2005)	CIM Practices	Empirical single case exploratory study of Warwick university. CIM is an amalgamation of CIM elements	Single case study	CIM practices and brand performance of Kenyan universities
Ivy (2001)	Image: Positioning of universities in UK and South Africa	Empirical single case universities in UK and South Africa. Market analysis essential in university positioning	Single case study	Related study involving several Kenyan universities
Nguyen and LeBlanc (2001)	Corporate Image	Empirical single case exploratory study of a US university. Image and reputation influence students' perceptions	Empirical single case	Need to replicate findings on a larger sample
Moingeon and Ramanantsoa (1997)	Organization characteristics: history	Single case. History influences Corporate identity of an organization	Single case	Need to verify such claims in the Kenyan universities

Source: Researcher, 2014

2.11 Conceptual Framework

The conceptual framework shown in Figure 2.1 is based on reviewed theoretical work by Olutanyo and Melewer (2007); Balmer and Gray (2000); Van den Bosch et al. (2005) and Coleman (2004) but modified to suit the higher education sector. The study hypothesized that Kenyan universities could enhance performance through their corporate identity management practices. The relationship is however moderated by organizational characteristics and mediated by corporate image. Finally the joint effect of the moderating and intervening variables may influence the relationship between CIM practices and brand performance. The framework integrates all the study variables into a single model as depicted in figure 2.1.

Figure 2.1: Conceptual Model



Source: Researcher (2014) Mediating variable

From the conceptual framework illustrated in Figure 2.1, brand performance is independently influenced by CIM practices namely corporate visual identity systems, corporate culture, corporate communication, corporate brand personality and customer relationship management. It is also directly influenced by organizational characteristics and corporate image.CIM practices are directly influenced by corporate image. Corporate image mediate the relationship between CIM practices and brand performance while organizational characteristics moderate the relationship between CIM practices and brand performance Finally, CIM practices, organizational characteristics and corporate image jointly influence brand performance.

2.11.1: Conceptual Hypotheses

The following hypotheses were formulated from the literature reviewed and on the basis of the relationships shown in the conceptual model (Figure 2.1):

H1: There is a significant relationship between Corporate Identity Management practices and brand performance of Kenyan Universities

H2: There is a significant relationship between organizational characteristics and brand performance

H3: There is a significant relationship between Corporate Identity Management practices and corporate image of Kenyan universities.

H4: There is a significant relationship between corporate image and brand performance

H5: Corporate image significantly mediates the relationship between Corporate Identity Management practices and brand performance

H6: Organizational characteristics significantly moderate the relationship between Corporate Identity Management practices and brand performance

H7: The joint effect of Corporate Identity Management practices, organizational characteristics and corporate image on performance of Kenyan universities is significantly greater than the sum of the effect of individual variables.

2.12: Chapter Summary

This chapter has presented the theoretical foundation of the study by reviewing the theories anchoring the study. The chapter has also presented the theoretical and empirical literature of the previous studies to show the relationship between the study variable. A summary of the knowledge gaps, a conceptual model as well as corresponding hypotheses was also provided. The next chapter presents the research methodology.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1: Introductions

This chapter explains the philosophical orientation and research design of the study. The population of interest to be investigated as well as methods of data collection and analysis techniques are also discussed. In addition, the chapter provides a summary of operationalization of the study variables, reliability and validity tests and how the hypotheses were tested.

3.2: Philosophy of the study

Research philosophy is the underlying assumption upon which research and development in the field of inquiry is based. There are different philosophies such as phenomenology, realism and positivism. Phenomenology research involves gathering large amounts of rich information based on belief in the value of understanding the experiences and situations of a relatively small number of subjects (Veal, 2005). The strength of phenomenology research is that it enables researchers to gain a depth of understanding of the cases and situation studied. Realism philosophy is based on the interdependency of human values and beliefs. It focuses on the beliefs that really exist in the environment. This research philosophy assumes that people’s social interpretations and behavior are influenced by the existence of external and objective reality and that the human beings are not the objects for the study in the style of natural science (Williams, 2013).

Positivism is an empirical, quantitative approach in which hypothesis testing is used to discover relationships and facts generalizable to the population (Williams, 2013).The approach postulates that the researcher is independent of what is being observed. As such the choice of the study and how it should be handled is determined by objective measures associated with quantitative data (Mugenda, 2010). The current study adopted the positivism philosophy to achieve its objectives. The choice was based on the fact that in order to empirically establish the relationships between the variables, hypotheses were formulated and tested and findings generalized. Survey approach was used which provided a high level of general capability in representing a large population. Due to the large number of respondents, the data being gathered possess a better description of the relative characteristics of the population in which to draw conclusions and make important decisions

3.3: Research Design

The study used a descriptive cross sectional survey design. Nachmias and Nachmias (2004) observe that cross sectional studies help a researcher to establish whether significant associations among variables exist at some point in time. Similarly, Cooper and Schindler (2006) posit that cross sectional studies are carried out once and represent a snap shot of one point in time. Olsen and George (2004) note that in this type of research design, either the entire population or a subset thereof is selected, and from these individuals, data is collected to help answer research questions of interest. They argue that it is called cross-sectional because the information about the subjects that is gathered represents what is going on at only one point in time.

The design was deemed appropriate for the current study because it enhances uniform data collection and comparison across many respondents at one point in time. Further, the design offers the researcher an opportunity to capture population characteristics and test hypotheses both quantitatively and qualitatively. The descriptive cross-sectional research design has also been used in past studies by Narver and Slater (2000); Sin et al. (2005); Munyoki (2007); Thuo (2010); Kinoti (2012); Kabare (2013) and Njeru (2013).

3.4: Population of the study

The target population comprised all the 53 Kenyan public and private universities together with their constituents' university colleges. A university is an institution of higher education and research which grants academic degrees in a variety of subjects and provides both undergraduate and postgraduate education. A university comprises students from different walks of life and with different interests and skills. The major purpose of every student, when joining a university is to learn and develop. This is why the university that they choose should be able to live up to their expectations and offer the best. Management of corporate identity and corporate image are therefore critical in a student and faculty evaluation and choice of a university.

At the time of the study there were 31 public and 22 private universities in Kenya (CUE, 2014). The universities were chosen for this study because of the role they are expected to play in the Country's attainment of Vision 2030 in terms of providing globally competitive quality education, training and research for development. Constituent university colleges were included since they are in a transition to getting a charter and hence corporate identity management is essential to them.

3.5: Data Collection

The study collected both primary and secondary data. These data were obtained from the universities' corporate affairs or public relations managers or their equivalent as the key informants since they are deemed to have the knowledge and experience on university's CIM initiatives. While some previous researchers have supported the use of multiple informants, other scholars found that single informants provide data that are reliable and valid as multiple informants (Narver & Slater, 1998; O'cass et al., 2004; Magutu et al., 2011). The use of key informants for the current study is consistent with previous studies that have used the views of key informants in the brand identity studies (Craig et al., 2007; Coleman, 2004).Similarly, Coltman et al. (2011) used key informant in a study on customer relationship management and firm performance who included marketing or sales director, chief information officer, chief financial officer and management executive typically at the general manager level in a strategic business unit.

Managing corporate identity is a strategic activity. Executives are regarded as the most knowledgeable source for this type of information (Cycyota & Harrison, 2002; Norburn & Birley, 1988). Besides, such individuals should have a clear vision of how their brand should be perceived by the stakeholders. Balmer (1995) observes that corporate identity literature singles out senior management as playing a critical role in the identity building process and so are well placed to give their opinion.

The study used a questionnaire to collect the data. The questionnaire was divided into four sections namely; respondents profile covering university characteristics, CIM practices focusing on individual practices adopted by the universities, corporate image covering functional and emotional aspects and brand performance focusing on financial and non-financial measures. The instrument had a front page with an introduction letter explaining the objectives of the study. The questionnaires were distributed to key informants in both public and private universities. They were self- administered through electronic mail and the drop and pick up later method. To increase the response rate, follow-up telephone calls and emails were made to the respondents. In addition, secondary data were collected from published sources such as websites and other publicly available sources. Data were also gathered from other published reports relating to the universities. A total of 39 respondents (73.6%) returned the questionnaire.

3.5.1: Reliability of the Research Instrument

Reliability test measured the internal consistency of each variable and investigated if each individual question used to create the variable was measuring the same aspect. Data collection instrument was subjected to a pilot test to check for any weaknesses in design and development of the questionnaire by administering to conveniently selected respondents of at least five universities. Cronbach alpha was used to determine the internal consistency or average correlation of items in the survey instrument to gauge its reliability. The Alpha can take values from zero (no internal consistency) to one (complete internal consistency). The closer the Cronbach Coefficient Alpha is to 1, the greater the internal consistency of the items in the scale. Cronbach alpha coefficient of 0.7 and above indicates sound and reliable measures for further analysis (Nunnally & Berstein, 1994).

Bagozzi and Youjae Yi (2012) recommended reliability standard of 0.6 or greater but pointed out that lower threshold like 0.5 can also be used. Gliem and Gliem (2003) indicate that a

Cronbach alpha value of ≥ 0.7 is generally taken to mean that the instrument is reliable and indicate that a value of 0.60 can be seen as the lower limit. If the scale shows poor reliability, then individual items within the scale must be re-examined. To assess the relationships among the study variables, a reliability test was computed. This involved first cleaning the data so as to ensure its usefulness through checks for completeness and consistency. It was then coded and posted in SPSS. Preliminary checks were carried out to test for reliability of the Survey instruments. Reliability test to check for internal consistency of the survey constructs was done by computing Cronbach alpha coefficients. The resulting reliability statistics reflected α value to be more than 0.8. The Cronbach alpha coefficient cut off point for the study was more than 0.7 hence the instrument on CIM practices, organizational characteristics corporate image and brand performance used was highly reliable. The indication of internal consistency reflected adequacy to measure the survey constructs (Bagozzi & Yi, 1988; Gliem & Gliem, 2003; Sekaran 2003). The pertinent results are summarized in Table 3.1.

Table 3.1: Summary of Cronbach Alpha Reliability Coefficients

Variable	**Measures (Indicators)**	**No. of Items**	**N**	**Cronbach alpha coefficient**
Corporate Identity Management Practices	Corporate Visual Identity Systems, Corporate communication, Corporate culture, Corporate brand personality, customer relationship management	33	38	.924
Organizational Characteristics	Age,size,location,ownership and history of the university	10	38	.883
Corporate Image	Functional component, Emotional component	14	38	.869
Brand Performance	Subjective measure Financial measure	44	37	.928

Source: Primary Data.

The results in Table 3.1 reveal that Brand Performance had the highest Cronbach Alpha coefficients (0.928) followed by CIM Practices (.924),Organizational Characteristics (.883) while Corporate Image had the lowest Cronbach Alpha coefficients of 0.869. The closer the Cronbach Coefficient Alpha is to 1, the greater the internal consistency of the items in the scale. Similarly, the higher the absolute value of the loading, the more the factor contributes to the variable. Gliem and Gliem (2003) indicate that a Cronbach alpha value of ≥ 0.7 is generally taken to mean that the instrument is reliable. This view is supported by Nunnally (1978) and Hair et al. (1998). The results show that all the factor scores were valid for further analysis.

3.5.2: Validity of the Study

Validity refers to how accurately the data obtained capture what it was designed and purported to measure (Mugenda, 2003). Senior members of teaching staff were used to test for face validity. On the basis of the comments received the items were refined and the final questionnaire developed. Hair et al. (2007) asserts that a pretest of five to ten representative respondents is sufficient to validate a questionnaire. Factor analysis using principal component analyses was performed to determine construct validity of CIM practices, organizational characteristics, and corporate image and brand performance variables. Several studies have previously used factor analysis to determine the validity of the questionnaire (Njeru, 2013; Kabare, 2013; Thuo, 2010; Mokhtar et al., 2009; Sin et al., 2005).

3.6: Operationalization of Study Variables

Operationalization facilitates reduction of abstract notions of constructs into observable characteristics so that they can be measured (Sekaran, 2005). The variables were operationalized and measured using multi-items/indicators anchored on a five-point rating scale ranging from 1=Not at all to 5=To a very large extent. Rating scales are psychometric response scales primarily used in questionnaires to obtain participants degree of agreement or disagreement with a statement or set of statements. They are a non-comparative scaling technique and they measure a single underlying trait.

Chimi and Russel (2009) observe that rating scale is a widely used method of scaling in the fields of scholarly and business research that produces attitude measures that could reasonably be interpreted as a metric scale measurement. Similarly, they note that the scale is also widely used to capture attitudes, beliefs and qualitative data that are difficult to measure or data addressing sensitive topics for which a respondent would likely not respond to or would not respond honestly if asked directly.

The operationalization of the current variables was guided by previous CIM studies like those by Coleman (2004) and Olutanyo and Melewer (2007).To measure the independent variable, the scale was adopted from Craig et al. (2007); Coleman (2004) on Service brand identity and brand performance. A composite score of CIM practices was obtained by combining the weighted mean scores of CIM practices of each university. The operationalization of study variables is summarized in Table 3.2.

Table 3.2: Operationalization of Study Variables

Variables	Indicators	Rating Measures	Supporting Literature	Questionnaire items
Respondent profile Organizational characteristics	Demographics Age, size. Location ownership and history of the university	Direct measure Five point scale 1-Not at all 2-To a small extent 3-To a moderate extent 4-To a large extent 5-To a very large extent	Loof (2009), Cainelli et al. (2004) Schoenhrr (2008)	Section A 1- 6 7a- 7j
Corporate Identity Management Practices	Corporate Visual Identity Systems, corporate culture, corporate communication. Customer relationship management and brand personality	Five point rating scale: 1-Not at all 2-To a small extent 3-To a moderate extent 4-To a large extent 5-To a very large extent	Olutanyo and Melewer (2007); Balmer and van Riel (1997), Balmer and Gray (2000), Van den Bosch et al. (2005, Chan et al. (2004), Sin et al. (2010), Coleman (2004).	Section B 8a-8e
Corporate image	Functional variables Buildings Equipments and facilities Faculty members Emotional Variables Beliefs Attitude	Five point rating scale: 1-Not at all 2-To a small extent 3-To a moderate extent 4-To a large extent 5-To a very large extent	Kim et.al. (2011), Alves and Raposo (2010), Stensaker (2005), Bravo et al.(2009), Kandampully and Hu (2007)	Section C 9a-9b
Organization brand performance	Non-financial measure Customer measure(Brand awareness, Brand Loyalty) Employee measure Effectiveness Efficiency Relevance Financial measures Cash flow,Assets Debt equity ratio	Five point rating scale: 1-Not at all 2-To a small extent 3-To a moderate extent 4-To a large extent 5-To a very large extent Direct measure Direct measure	Farris et al. 2008). Balmer and Greyser (2003); de Chernatony and Cottam (2008). Aaker (1996),Guenzi.and Pelloni.(2004). Ambler (2003),Munoz and Kumar(2004,Oktemgil (2004)	Section D 10a-10f 11 12-14 15 a-d

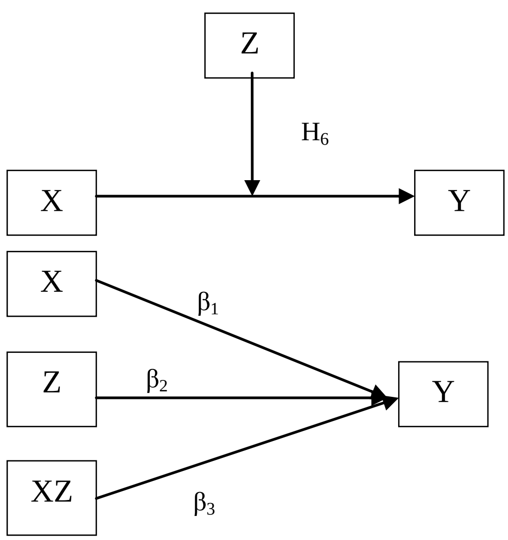
Source: Researcher, 2014.

3.7: Data Analysis

This involved data cleaning, editing and coding followed by analysis and reporting. The Statistical Package for the Social Sciences (SPSS) was used to analyze the data.Descriptive analysis was conducted to present the main characteristics of the sample data using mean and measures of Dispersion. Inferential statistics like correlation, analysis of variance and regression Analysis were also used.To determine the expected relationships between corporate identity management practices,organizational characteristics and corporate image on brand performance of Kenyan universities, hypotheses tests were done where correlation and regression analyses were computed. The regression analyses provided estimate equations to predict the magnitude of the dependent variable and provide values for the predictor variables.Pearson Moment Correlation (r) was derived to show the nature and strength of the relationship among variables. Coefficient of determination (R^2) was used to measure the amount of variation between the study variables.The general model for predicting brand performance, was represented by the following model: $Y = \beta 1X1 + \beta 2X2 + \beta 3X3 + \ldots + \beta nXn + \varepsilon$ .Where Y is the dependent variable and is a linear function of X1, X2, X3, …Xn plus + ε . β1-n are the regression coefficient or change induced in Y by each X, X1-n are independent variables, + ε is the error term that accounts for the variability in Y that cannot be explained by the linear effect of the predictor variables. The estimate model for the Kenyan universities performance was expressed as: $BP = \beta 1CIM + \beta 2\,OC + \beta 3\,CI + \varepsilon$. BP is the estimated composite index of brand performance of Kenyan universities measure.β are the regression coefficients. CIM represents the composite score of corporate identity management practices of Kenyan universities and is the independent variable.OC is the composite score of the organizational characteristics which is the moderating variable.CI represents the composite score of corporate image and is the mediating variable while ε is the random error term that accounts for the variability in brand performance not explicitly stated in the model.

To test the moderating effect of the organizational characteristics (OC) on the relationship between corporate identity management (CIM) practices and brand performance (BP), a hierarchical multiple regression analysis was used.The first step involved the independent variables (CIM practices and OC) being entered into the model as predictors of the outcome variable which is brand performance.The second step involved computing an interaction term which is the product of the two independent variables CIM practices and OC. An interaction term presents a joint relationship between corporate identity management practices and organizational characteristics to assess whether this relationship accounts for additional variance in the dependent variable beyond that explained by either corporate identity management practices or organizational characteristics alone.The moderator effect is present if the interaction term explains a statistically significant amount of variance in the dependent variable. The single regression equation was presented as Y=α+ $\beta_1 X + \beta_2 Z + \beta_3 XZ +$, $\beta_1$is the coefficient relating to the independent variable, X(CIM) practices to the outcome, Y(BP), when Z(OC)=0 , β*2 is* the coefficient relating to the moderator Z, to the outcome when X=0, XZ is the product of corporate identity management practices and organizational characteristics and is the error term. The regression coefficient for the interaction term β*3,* provides an estimate of the moderation effect. If β*3,* is statistically different from zero, there is a significant moderation on the X (CIM) practices and Y (BP) relation.Figure 3.1 below shows the moderaion pah diagram.

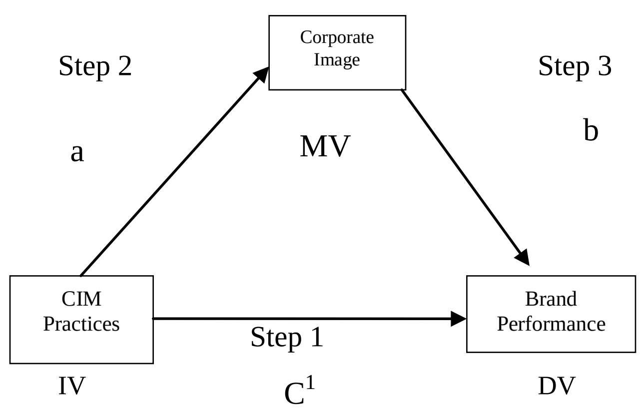
Figure 3.1:Moderation Path Diagram



X = Dependent Variable; Z the moderator variable; XZ the interaction term. Source: Fairchild and MacKinnon (2009).

To examine mediating/intervening effect of corporate image on the relationship between corporate identity management practices and brand performance, Baron and Kenny's (1986) four step procedure was adopted.Several regression analyses were conducted and the significance of coefficients examined in each step. The first step involved a simple regression analysis with the independent variable (CIM) practices predicting the dependent variable (BP). In the second equation, a simple regression analysis with the independent variable (CIM) practices predicting the mediating variable (CI) was done while in the third step a simple regression analysis was carried out with the intervening variable (CI) predicting the dependent variable (BP).The last step involved carrying out a multiple regression analysis with the independent variable (CIM) practices and intervening variable (CI) predicting the dependent variable (BP). The purpose of step one to three was to establish if zero-order relationships among the variables existed and if they were statistically significant in order to proceed to step four. Support for full mediation would be confirmed if CIM practices was no longer statistically significant when CI is controlled. If both CIM practices and CI were statistically significant,the findings would support partial mediation.

Figure 3.2: Mediation Testing Steps



IV = Independent variable; M = MV= Mediator variable; DV = Dependent variable

Source: Fairchild and MacKinnon, 2009

A summary of the analytical models is depicted in Table 3.2

Table 3.3: Analytical Models

Objectives	**Hypothesis**	**Analytical Method**	**Interpretation of output of the analytical method**
1: To assess the influence of Corporate identity management practices on brand performance	**H_1**:CIM practices significantly influence brand performance	BP= α + β_{11} X_{11}+ β_{12} X_2 +β $_{13}$ X_3+β_{14} X_4 +β_{15} X_5 +e where X1, X2, X3, X4, X5= CIM Practices (Corporate Visual Identity, Corporate Culture, corporate communication corporate brand personality customer relationship management) β_{11}, β_{12}…β_{15} represent coefficients of corporate identity management practices.	dependent variable's variation is due to its relationship with the independent variable To conduct an F test (Analysis of Variance) to assess overall robustness and significance of the simple regression model Conduct t test to determine individual significance of the relationship
2. To assess the influence of organization characteristics on the organization brand performance	**H_2:**There is a significant relationship between OC and BP	Regression model Brand performance= organizational characteristics of the university BP2= α + β21X6…………+ β25X10 + ε2 BP2= composite index of brand performance α = constant(y intercept) β21… β25 =regression coefficients X6=Age of the university X7=Size of the tour firm X8=location of the university X9=Ownership of the university X10=History of the university ε2=-error term	R^2 To assess how much of the dependent variable's variation is due to its relationship with the independent variable. To conduct an F test (Analysis of Variance) to assess overall robustness and significance of the simple regression model Conduct t test to determine individual significance of the relationship

3: To determine the effect of corporate identity management practices on corporate image.	**H_3**:CIM practices significantly influence corporate image	Regression analysis Corporate image =*f* (CIM practices) CI= α + β31 X11+ β32 X12+…… β35 X15+ε3 Where: CI= Composite index of corporate image α = constant (intercept) β31,…β35=regression coefficients X6 = Composite index of CIM practices ε 3= error term	R^2 To assess how much of the dependent variable's variation is due to its relationship with the independent variable. To conduct an F test (Analysis of Variance and significance of the simple regression model) To conduct an F test (Analysis of Variance) to assess overall robustness and significance of the simple regression model Conduct t test to determine individual significance of the relationship
4:To establish the effect of corporate image on the brand performance	**H_4**:*C*orporate image significantly influence brand performance	Regression analysis BP=β_0+β_{41} X_{14} + β_{42} X_{15} +e4 Where X1, X2=dimensions of corporate image (functional variables and emotional variables) β_1 and β_2 are coefficients of corporate image respectively	R^2 To assess how much of the dependent variable's variation is due to its relationship with the independent variable. To conduct an F test (Analysis of Variance and significance of the simple regression model Conduct t test to determine individual significance of the relationship variance) to assess overall robustness
5: To examine the mediating effect of corporate	H_5 Corporate image has a mediating effect on the	Regression analysis Step 1: BP4= α + βCIM+ ε5 Step 2:CI= α + β61CIM+ ε6 Step 3: BP5= α + β71CI+ ε7 Step 4: BP7= α + β81CIM+ β	R^2To assess how much of the dependent variable's variation is due to its

image on the relationship between corporate identity management practices and brand performance.	relationship between CIM practices and Brand performance	82CI+ ε8 Where: α =constant (intercept) β51… β 82 are regression coefficients BP=composite index of brand performance CIM practices =composite index corporate identity management practices CI = composite index of corporate image ε 6…. ε8 = error term	relationship with the independent variable. To conduct F test (Analysis of Variance) to assess the robustness and overall significance of the regression model. Conduct t- statistics to assess significance of individual variables · Some form of mediation is supported if the effect of CIM remains significant after controlling for CI · If CIM practices are no longer significant when CI is controlled, the findings support full mediation.
6: To establish the moderating effect of organization characteristics on the relationship between CIM practices and brand performance	**6:**:OC has moderating effect on the relationship between CIM practices and brand performance	Pearson correlation analysis Brand performance =f (organizational characteristics and) CIM practices BP=*f*(OC +CIM practices) Where: BP is the composite score of brand performance OC = age, size, location, ownership and history of the organization CIM is the composite index of corporate identity management practices	Partial correlation analysis
7. Examine the joint influence of corporate identity management practices,	**H_7** The combined influence of CIM practices, OC and CI on brand	Regression analysis BP8= β91CIM+ β92OC + β93 CI + ε9 Where: α =(intercept) β91… β 93 =regression coefficients BP =composite index of tour firm	R^2 and R^2 change to assess how much of the dependent variable's variation is due to its relationship with the Independent variable. To conduct F test (Analysis of Variance) to assess the

corporate image and organizational characteristics on brand performance	performance is significantly higher than that of individual factors.	performance CIM practices =composite index of corporate identity management practices OC = composite index of organizational characteristics □9= error term	robustness and overall significance of the regression model. Conduct t- statistics to assess significance of individual variables

Source: Researcher, 2014.

3.8: Chapter Summary

This chapter has described the research methodology that was adopted in the study.The chapter has explained the research philosophy, research design,population of the study, data collection instruments as well as reliability and validity of the data instruments. The chapter also outlined the operationalization of the study variables and the statistical data techniques adopted which consisted of descriptive statistics, correlation and regression analyses. The chapter also provided analytical models used for data analysis and hypotheses testing.The next chapter presents data analysis, findings and discussion of the results.

CHAPTER FOUR

DATA ANALYSIS, FINDINGS AND DISCUSSION

4.1: Introduction

The overall objective of the study was to examine the relationship between corporate identity management practices, organizational characteristics and corporate image of Kenyan universities. This chapter presents the outcome of data analysis and findings in line with the objectives of the Study. Statistical Program for Social Sciences (SPSS) version 17 was used to analyze data by use of both descriptive and inferential statistics. Tests on the data for the assumptions of linear regression were conducted and results were within the limits necessary for further statistical analysis. The seven hypotheses of the Study were tested using simple and multiple regressions.

4.2: Profile of the Respodent Kenyan Universities

The key universities profile covered the number of years the university has been in operation in Kenya, number of campuses that each university had, number of undergraduate, masters and doctoral programs offered, number of staff and students categorized as self-sponsored, government sponsored and others.

4.2.1: Number of Years University has been in existence

The respondents were asked to indicate the number of years the university had been in existence. The results are presented on Table 4.1.

Table 4.1: Number of Years University has been in existence

Number of years	Frequency	Percentage %
1-10	25	64.0
11-20	6	15.5
21-30	4	10.5
31-40	2	5.0
Over 40	2	5.0
Total	39	100

Source: Primary Data.

The results in Table 4.1 show that approximately 64 % of the universities have been in existence for 10 years and less. The results indicate that majority of the universities are relatively young. This may be associated with the rapid increase in the number of universities in the recent past as a result of upgrading of several middle level colleges, issuance of charters to several private universities and establishment of new private universities. The enactment of Universities Act No. 42 of 2012 led to the upgrading of Public University Constituent Colleges operating under Legal Orders to fully-fledged public Universities (CUE, 2013).This contributed to a rapid increase in the number of new universities.

4.2.2: Number of campuses that each university has

The study had also sought to establish the number of campuses that each university had. The number of campuses is an indication of size and growth which has been recognized as a contributing factor to success of universities. The relevant responses are summarized in Table 4.2.

Table 4.2: Number of campuses for the universities

Number of campuses	Number of universities	Percent %
Less than 2	7	17.9
2-4	10	25.6
5-7	5	12.8
8-10	2	5.2
Over 10	2	5.2
Non-response	13	33.3
Total	39	100

Source: Primary Data.

The results in Table 4.2 indicate that about 62.5 percent of universities have four or less campuses. Only 10 % of the universities had more than 8 campuses. Hendricks and Singhal (2000) note that organization size is an important predictor for performance measured in financial terms. Similarly, Schoenhrr (2008) observe that organization size influences adoption of technological innovations hence impacting on the performance of the organization.

4.2.3: Number and categories of academic staff for each university

The respondents had been asked to mention the number of academic staff that each university had categorized by their qualifications. The results are contained in Table 4.3.

Table 4.3: Academic Staff categorized by qualification

PhD holders	Number of universities	Percent (%)
1-25	8	20.5
26-50	3	7.7
51-75	3	7.7
76-100	1	2.6
Over 100	3	7.7
Non-response	21	53.8
Total	39	100

Masters	Number of universities	Percent (%)
1-25	1	2.6
26-50	15	38.5
51-75	10	25.6
76-100	5	12.8
Over 100	5	12.8
Non-response	3	7.7
Total	39	100

Bachelor	Number of universities	Percent (%)
1-25	18	46.3
51-75	7	17.9
Over 100	1	2.5
Non-response	13	33.3
Total	39	100

Others	Number of universities	Percent (%)
1-25	19	48.7
51-75	1	2.6
76-100	2	5.1
Non-response	17	43.6
Total	39	100

Source: Primary Data.

The results in Table 4.3 for academic staff shows that about 20 % of universities have less than 25 PhD holders while about 20 % of universities have76 and above PhD holders. Only about 10% have more than 100 PhD holders. In the masters' category, 3% of universities have less than 25 Masters holders while about 50% of universities have 75 and above. The results also reveal that 46% of the universities have less than 25 bachelor's degree holders.

In the others category, about 49% of the universities have less than 25 while about 5% have more than 75 staff with other educational qualifications. The higher numbers of academic staff with PhDs and masters may be attributed to the qualification requirements for university academic staff. Commission of University Education (CUE) requires academic staff at the university to have certain minimum qualifications.

4.2.4: Number and categories of students in each university

The study sought to establish the number of students in each university categorized as self-sponsored, government sponsored and others. The results are presented in Table 4.4.

Table 4.4: Number of students categorized by sponsorship

Number of self-sponsored students	**Number of universities**	**Percent (%)**
1-500	2	5.1
501-1000	9	23.1
1001-2000	11	28.2
2000-3000	10	25.6
Over 3000	7	18
Total	39	100
Number of government sponsored students	**Number of universities**	**Percent (%)**
1-500	5	12.8
501-1000	6	15.6
1001-2000	12	30.7
2000-3000	9	23
Over 3000	7	17.9
Total	39	100
Others (foreign students or staff sponsored by the university)	**Number of universities**	**Percent (%)**
1-500	37	94.9
501-1000	2	5.1
Above 1000	None	0
Total	39	100

Source: Primary Data.

The results in Table 4.4 show that approximately 5 % of the universities in the self-sponsored students' category have less than 500 students and about 18 % have more than 3000. In the government sponsored category, about 15 % of the universities have less than 500 students and about 23 % over 3000.In the others category like foreign students or staff sponsored by the university, about 95% of the universities have less than 500 students and only about 5% have about 1000 students. The results could be an indication of the increasing demand for university education. The students' enrolment in universities has continued to expand over the years with more than 240,000 students as per the Economic Survey of 2013. In the others category, the presence of foreign students is an indication of globalization of education.

4.2.5 Number of students categorized by level of degree

The research had sought to determine the number of students in each university categorized as undergraduate, masters and doctoral students. The results are presented in Table 4.5.

Table 4.5: Number of students categorized by level of degree

Undergraduate students	Number of universities	Percent (%)
501-1000	5	12.8
1001-2000	13	33.4
2001-3000	7	17.9
Over 3000	14	35.9
Total	39	100

Masters students	Number of universities	Percent (%)
501-1000	5	12.8
1001-2000	18	46.2
2001-3000	10	25.6
Over 3000	6	15.4
Total	39	100

Doctoral students	Number of universities	Percent
Up to 500	25	64.1
501-1000	7	17.95
None	7	17.95
Total	39	100

Source: Primary Data.

The results in Table 4.5 revealed that about 13% of universities have less than 1000 undergraduate students and 36 % over 3000.In the masters' students category about 13% of the universities have less than 1000 students and 15% have more than 3000 students. In the doctoral students' category, 64 % of the universities have less than 500 students and about 18 % more than 500.About 18 % of the universities do not have doctoral students. The fewer number of masters and doctoral students is a reflection of reduction in enrolment numbers as courses become more specialized. Besides, several universities are also relatively new hence have a limited range of activities.

4.2.6: Number of programs offered by the universities

The respondents had been asked to indicate the number of programs offered by the university categorized under undergraduate, masters and doctoral. Their responses are summarized in Table 4.6.

Table 4.6: Number of programs offered by the university in specific categories

Under graduate programs	Number of universities	Percent
1-25	18	46.4
26-50	8	20.5
51-75	7	17.7
76-100	2	5.2
Over 100	4	10.2
Total	39	100

Masters programs	Number of universities	Percent
1-25	20	51.3
26-50	7	17.8
51-75	3	8.3
76-100	1	2.5
Over 100	2	5.1
None	6	15
Total	39	100

Doctoral programs	Number of universities	Percent
1-25	17	43.6
26-50	4	10.4
51-75	6	15.3
None	12	30.7
Total	39	100

Source: Primary Data.

The results in Table 4.6 imply that about 46 % of the universities have less than 25 undergraduate programs and 10 % over 100 programs. In the master's program about 50 % have less than 25 programs and 5 % have more than 100. In the doctoral programs, about 43 % have less than 25 programs and 30 % have none. The lower number of programs for masters and doctoral as compared to the undergraduate could be attributed to the several universities that are relatively new limiting their range of activities. These findings are supported by Ireland and Hitt (2000) who posit that the number of years an organization has been in existence may influence its range of business activities and operations.

4.3: Descriptive statistics of the Study Variables

The next section provides descriptive statistics on CIM Practices, Organizational Characteristics, Corporate Image and Brand performance of the Kenyan universities.

4.3.1: Corporate Identity Management Practices

The globalization of the higher education sector in which education is seen as a service that could be marketed worldwide implies the need for universities to adopt strategies that could help to attract high quality students and academic staff at an international level. One such strategy is the management of corporate identity. The study considered the decisional variables in management of corporate identity as consisting of corporate culture, corporate visual identity systems, corporate brand personality, corporate communications and customer relationship management as key in influencing universities performance.

The questions were anchored on a five point rating scale ranging from 1=Not at all to 5= to a very large extent. The study adopted a mean score of> 4.50 to be agree to a very large extent, between 3.50 and 4.49 means that the respondents agree to a large extent, between 2.50 and 3.49 means moderately agree, between 1.50 and 2.49 means agree to a small extent while a score of between 0 and 1.45 means that respondents did not agree at all. The rationale for adopting this scale was to facilitate better data interpretation.

4.3.1.1: Corporate Visual Identity Systems

Corporate visual identity (CVI) is a tangible asset which can be used to represent the organization. The key elements of corporate visual identity systems considered by the study are the corporate name, logo, corporate slogan, colour, stationery, websites, vehicles, buildings, interiors, and corporate clothing as well as architecture of buildings. Corporate Visual Identity Systems helps overcome intangibility in terms of enabling consumers to differentiate between brands and hence impact on an organizations' performance. The respondents had been asked to indicate the extent to which their university managed its corporate visual identity systems in order to impact favorably on the university. The relevant results are presented in Table 4.7.

Table 4.7: Corporate Visual Identity Systems

Corporate Visual Identity Systems	N	Mean Score	Standard Deviation	CV (%)
University standardizes visual identity to positively impact on sales consumer goodwill and awareness	39	3.74	.715	19.1
The university's name and logo is a driver of brand awareness and choice	39	3.74	.715	19.1.
University promotes visual identity as a way of engineering a sense of company pride	39	3.72	.647	17.4
Logos favorably influence brand selection and institutional evaluation	39	3.67	.621	16.9
University ensures design decor and employee presentation favorably enhances its image and performance	39	3.67	.621	16.9
Grand Mean Score		**3.708**	**0.664**	**17.9**

Source: Primary Data.

The results in Table 4.7 reveal a grand mean score of 3.71 and coefficient of variation (CV =17.9 %) indicating that the answers given by the respondents were generally in agreement. University standardization of visual identity to positively impact on sales, consumer goodwill and awareness as well as standardization of corporate visual identity systems like name and logo were rated highest with a mean score of 3.74 respectively. This could be attributed to their distinguishing role and power of enabling universities to accomplish visibility goals across international borders.

Van den Bosch et al. (2005) posit that a brand's name and logo as visual cues are important drivers of brand awareness.University logos favorably influencing brand selection and ensuring design decor and employee presentation favorably enhances image and performance had lowest mean score of 3.67. University standardization of visual identity to positively impact on sales, consumers goodwill and awareness and the university's name and logo being a driver of brand awareness and choice had the highest coefficient of variation (CV =19.1%) while Logos favorably influencing brand selection and institutional evaluation and university ensuring design, decor and employee presentation favorably enhances its image and performance had the lowest variations in responses (CV =16.9%).

4.3.1.2: Corporate Culture

Corporate culture is defined as the unwritten, the formally decreed pattern of shared values and beliefs that help individuals understand the functioning of an organization and thus provides them norms for behavior (Deshpande & Webster, 1989). An organisational culture signifies the dos and don’ts of behaviour in the organisation hence it is a control apparatus. It provides employees with the logic to enable them behave in a manner consistent with the desired organization identity.

Culture management may have influence on employee performance as well as other customer related outcomes. For instancee, it is suggested that strong culture with consistent values promote employee motivation, commitment and loyalty which in turn enhance brand performance (de Chernatony, 2006). Denison et al (2004) explain that organizational culture of high involvement, consistency, adaptability, and focused on mission and vision positively enhance organizational effectiveness. Similarly,competitive, entrepreneurial, bureaucratic and consensual corporate culture has a positive influence on return on asset and investment and profitability ratios The respondents had been asked to indicate the extent to which they agreed with the way the university managed its corporate culture. The pertinent results are presented in Table 4.8.

Table 4.8: Corporate Culture

Corporate Culture	N	Mean	Standard Deviation	CV (%)
The university creates strong culture with consistent values that promote employee motivation and commitment	39	3.79	.695	18.3
Nurtures a culture of high involvement consistency and adaptable mission and vision to foster university effectiveness	39	3.77	.777	20.6
Encourages consensus on organizational values as a prerequisite of superior organizational effectiveness	39	3.67	.806	22.0
Enhances an innovative culture employee flexibility adaptability and spontaneity to positively influence brand performance	39	3.62	.747	20.6
Ensures an adaptable culture that drives human resource morale and retention market turnover and net profit	39	3.59	.715	19.9
Fosters an innovative culture characterized by flexibility dynamism and an external orientation to exert a positive effect on organizational performance	39	3.59	.715	19.9
Regularly reviews cultural values in the context of external environment to enable the university outperform competitors financially	39	3.38	.711	21.0
Grand Mean Score		**3.63**	**0.738**	**20.3**

Source: Primary Data.

The results in Table 4.8 indicate a grand mean score rating of 3.63 implying agreement to a large extent on the way university managed corporate culture. Creation of a strong culture with consistent values as well as nurturing a culture of high employee involvement were rated highly at mean score 3.79 and 3.77 respectively. This can be attributed to their contribution in promoting employee motivation and commitment.

de Chernatony (2006) observe that cultures with consistent values promote employee motivation, commitment and loyalty which in turn enhances brand performance. Fostering an innovative culture had a mean score rating of 3.59 as well as regularly reviewing cultural values in the context of external environment had a mean score of 3.38.The relatively low mean score could be an indication that universities may not be using external environment as a guide to corporate culture review which might be an impediment to fostering an innovative culture. Encouraging consensus on organizational values as a prerequisite of superior organizational effectiveness had the highest variability in responses (CV=22%) while the university creating a strong culture with consistent values that promote employee motivation and commitment had the lowest variability in responses (CV=18.3%).

4.3.1.3: Corporate Communication

Corporate communication is a management function that offers a framework for effective coordination of all internal and external communications with the overall purpose of establishing and maintaining favorable reputations with stakeholder groups upon which the organization is dependent. It is the instrument top management use to create and harmonize favorable relationships with stakeholders by transmitting the corporate philosophy and vision to ensure consistency hence it is a strategic tool in developing competitive advantage. Accurate and consistent communicaton of corporate philosophy, to the company's stakeholders puts a check on uncontrolled grapevine communication that has the potential of hurting an organization’s image and reputation. The respondents were asked to indicate the extent to which they agreed with the way the university managed its corporate communications. The relevant results are summarized in Table 4.9.

Table 4.9: Corporate Communication

Corporate Communication	N	Mean Score	Standard Deviation	CV (%)
Ensures regular communication that increases employees level of satisfaction	39	3.87	.656	17.0
Enhances knowledge of objectives and level of staff commitment	39	3.79	.656	17.3
University promotes brand awareness to its various publics	39	3.77	.705	18.7
Communicates expectation to take responsibility for the results to the employees	39	3.72	.686	18.4
Significantly enhances staff commitment to company objectives	39	3.69	.614	16.6
Corporate communications delivers a common brand message	39	3.64	.628	17.3
Ensures employees know the university's objectives and are excited about them	39	3.64	.707	19.4
Grand Mean Score		**3.731**	**0.106**	**17.8**

Source: Primary Data.

The results in Table 4.9 show a grand mean score rating of 3.73 (CV=17.8%).This is an indication of the respondents agreement to a large extent on the way the university managed corporate communication. The ratings for universities ensuring regular communication that increases employees level of satisfaction had a mean score rating of 3.87, enhancing knowledge of university objectives to increase staff commitment scored 3.79 and promoting brand awareness to universities' various publics was rated at a means score of 3.77. Employees' knowing the university's objectives and being excited about them was rated lowest with a mean score of 3.64.Convey (2004) posits that corporate communication increases levels of staff commitment to company objectives. Ensuring employees know the university's objectives and are excited about them had highest variability in responses (CV=19.4%) while significantly enhancing staff commitment to company objectives reported the lowest variabilty in resposes (CV=16.6%).

4.3.1.4: Corporate Brand Personality

Brand personality refers to human traits that are attributed to a brand. The respondents were asked to indicate the extent to which they agreed with the way the university managed its corporate brand personality. Their responses are presented in Table 4.10.

Table 4.10: Corporate Brand Personality

Corporate Brand Personality	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Plays a differentiating role	38	3.79	.622	16.4
Creates brand awareness and favorable brand attitudes	39	3.74	.751	20.1
University brand personality fosters greater brand loyalty	39	3.54	.854	24,1
University brand personality engenders a greater willingness to pay premium prices	39	3.51	.790	22.5
Facilitates relationship building and purchase likelihood	39	3.51	.854	24.3
Leads to favorable brand attitudes purchase intentions and actual purchase	39	3.49	.790	22.5
Lends credence to services that can only be evaluated after the purchase	39	3.36	.811	24.1
Grand Mean Scores		**3.563**	**.782**	**22.0**

Source: Primary Data.

The responses in Table 4.10 indicate agreement to a large extent of corporate brand playing a differentiating role with a means score rating of 3.79 (CV= 22 %)).Creating brand awareness and favorable brand attitudes was rated at a mean score of 3.74. Swaminathan et al.(2008)

argue that brand personality increases purchase likelihood and helps in brand differentiation.Brand personality leading to favorable brand attitudes, purchase intentions and actual purchase and lending credence to services that can only be evaluated after the purchase were moderately rated as contributors to brand performance with a mean score rating of 3.49 and 3.36 respectively. The highest variability in responses was noted on brand personality facilitating relationship building and purchase likelihood (CV=24.3%) while playing a differentiating role had the lowest variability in responses given (CV=16.4%).

4.3.1.5: Corporate Relationship Management

Customer Relationship Management represents a strategy for creating value for both an organization and its customers through the appropriate use of technology, data and customer knowledge (Payne & Frow, 2005).The respondents were requested to mention the extent to which they agreed with the way the university managed its customer relations. Results are presented in Table 4.11

Table 4.11: Corporate Relationship Management

Corporate Relationship Management	N	Mean Score	Standard Deviation	CV (%)
Our university maintains a comprehensive client database	39	3.79	.767	20.2
Organizational culture is structured around the clients' needs	39	3.72	.686	18.4
University builds and maintains customer relationships	39	3.69	.694	18.8
Ensures that individual customer needs are better addressed	39	3.67	.772	21.0
The university provides channels that enable ongoing two way communications between our clients and us	39	3.64	.707	19.4
University fully understands the needs of the clients	39	3.64	.778	21.4
Ensures employees performance is measured and rewarded based on meeting students' needs	39	3.64	.707	19.4
Grand Mean Score		**3.684**	**.730**	**19.8**

Source: Primary Data.

The results in Table 4.11 shows a grand mean score of 3.68 implying agreement to a large extent on universities management of customer relations. The university maintenance of a comprehensive client database had a mean score rating of 3.79, university culture being clients' needs oriented obtained a mean score rating of 3.72 and building and maintaining customer relationships received an average rating of 3.69. Izquierdo et al (2005) contend that effective customer relationship management enhances customers' loyalty. The universities ensuring that employees' performance is measured and rewarded based on meeting students' needs was moderately rated with a mean score of 3.64.The highest variability in responses was noted on university ensuring that individual customer needs are better addressed (CV=21.4%) while the lowest variability was on organizational culture being structured around the clients' needs (CV=18.4%).

4.3.1.6: Summary of Corporate Identity Management Practices

Table 4.12 contains the summary of the study's corporate identity management practices namely corporate visual identity systems, corporate communication. Corporate culture, corporate brand personality and customer relationship management.

Table 4.12: Mean scores of Corporate Identity Management practices

CIM practices	**N**	**Grand Mean Scores**	**Standard Deviation**	**CV (%)**
Corporate Visual Identity Systems	39	3.71	.664	17.9
Corporate Communication	39	3.73	.665	17.8
Corporate Culture	39	3.63	.738	20.3
Corporate Brand Personality	39	3.56	.782	22.0
Customer Relationship Management	39	3.68	.730	19.8
Average Grand Mean Scores		**3.66**	**.716**	**19.6**

Source: Primary Data

The data in Table 4.12 indicate average grand mean scores of 3.66. All the CIM practices have a high rating implying respondent agreement to a large extent of their contribution to performance of Kenyan universities. Corporate communication had the highest mean score rating of 3.73 while corporate brand personality had the lowest means score rating of 3.56.Brand Personality had the highest coefficient of variation (CV=20.0%).

4.3.2 : Organizational Characteristics

Organizational characteristics are internal features which have the capacity to influence performance. The respondents had been asked to indicate the extent to which they agreed with the information provided on the university characteristics namely age, size, location, ownership and history of the university. Their responses are presented on Table 4.13.

Table 4.13: Organizational Ccharacteristics

Organizational characteristics	**N**	**Mean Score**	**Standard Deviation**	**CV %**
Image and reputation of university influences its corporate identity	38	3.97	.716	18.0
Size and age influences operations	38	3.84	.718	18.7
Ownership of the institution influences its vision and mission	39	3.79	.695	18.3
Location of the university enables better service delivery to customers	39	3.72	.686	18.4
Location is strategic and convenient for provision of degree courses	39	3.72	.724	19.5
History of the university influences range of courses offered	39	3.69	.800	21.7
Ownership of the institution influences its CIM initiatives and performance	39	3.69	.655	17.8
Location of the university gives it better visibility	39	3.67	.701	19.1
The university has international affiliation	39	3.56	.852	23.9
History of university influences number of students enrolment	39	3.54	.790	22.3
Grand Mean Score		**3.719**	**.734**	**19.8**

Source: Primary Data.

The results on Table 4.13 show that the respondents agreed to a large extent that the university characteristics were influencing factors to universities performance as indicated by average mean score of 3.72 .Image and reputation as well as age and size received the highest rating at means score 3.97 and 3.84. Nguyen and LeBlanc (2001) posit that institutional image and reputation are critical factors which help determine students' perceptions of a higher education institution hence impact on performance. The highest variability in responses was noted on university having international affiliation ((CV 23.9%). Image and reputation of university influencing its corporate identity had lowest variation in responses (CV 18%).

4.3.3: Corporate Image

To measure the corporate image of universities, items were adopted from previous studies by Kim et.al. (2011), Alves and Raposo (2010), Stensaker (2005), Bravo et al. (2009) and Kandampully and Hu (2007) with adjustments to reflect the Kenyan context especially higher education sector.Kandampully and Hu (2007) assert that corporate image consist of a functional and emotional component. The functional components are the tangible characteristics that can be measured and evaluated easily such as architecture and variety of products or services while the emotional component refers feelings, attitudes and beliefs that one has towards an organization.

The respondents had been requested to indicate the extent to which they agreed with the strategies adopted by the university to manage its corporate image. A five-point Likert-type scale ranging from 1=not at all to 5=to a very large extent was used to collect the data. The pertinent responses were analyzed using mean scores and standard error.

4.3.3.1: Functional Component

The respondents were asked to state the extent to which they agreed with the strategies adopted by the university to manage its corporate image. Their responses are contained in Table 4.14.

Table 4.14: Respondents' mean score on corporate image

Functional component	**N**	**Mean**	**Standard Deviation**	**CV (%)**
The general environment is conducive for learning	39	3.82	.644	16.9
courses are market oriented	39	3.82	.644	16.9
Faculty members are qualified and experienced	39	3.79	.732	19.3
Offers variety of courses	39	3.64	.811	22.3
Buildings are modern and attractive	39	3.56	.641	18.0
Has adequate equipment and facilities	39	3.54	.790	22.3
Has enough faculty members	39	3.31	.893	27.0
Average score		**3.64**	**0.736**	**20.4**

Source:Primary Data.

The data in Table 4.14 reveal that general environment being conducive for learning and courses being market oriented had mean score rating of 3.82 implying respondents agreement to a large extent. Faculty members being qualified and experienced obtained a mean score of 3.79.The study results point to the importance of elements such as faculty, academic staff members and facilities on campus as critical factors in influencing students' perceptions of a higher education institution. Alessandri (2001) claims that a favourable corporate image builds the reputation of an organization contributing to positive perception by the public.The universities buildings being modern and attractive was rated moderately at mean score 3.56. This may be attributed to the funding constraints that many universities especially public universities experience. The highest variability in responses was noted on university having enough faculty members (CV =27%). The general environment being conducive for learning and courses being market oriented had the lowest variability in responses (CV =16.9%).

4.3.3.2: Emotional Component

The respondents were requested to indicate the extent to which they agreed with the strategies adopted by the university to manage its corporate image. The pertinent results are presented in Table 4.15.

Table 4.15: Respondents mean scores on emotional Component of corporate image

Emotional component	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
The university CVI provides it with visibility and makes it easy to be recognized	38	3.68	.620	16.8
Customers' overall perceptions of total experience in the university is rather good	39	3.62	.590	16.3
Regular communication makes both the staff and students feel appreciated	39	3.59	.595	16.6
Current and potential customer generally consider the university as being a good place to be	39	3.56	.552	15.5
Our corporate image is enhanced by excellent customer relationship	39	3.46	.600	17.3
The university culture motivates staff and contributes to their loyalty and retention	39	3.44	.598	17.4
University's brand personality of sincerity competence and sophistication enhances its corporate image	39	3.41	.637	18.7
Grand Mean Score		**3.537**	**0.599**	**16.9**

Source: Primary Data.

The results contained in Table 4.15 indicate that the respondents agreed to a large extent that the university CVI provides it with visibility hence making it easy to be recognized with a means score rating of 3.68. Customers' overall perceptions of total experience in the university had a means score rating of 3.62. This could be attributed to the fact that corporate image is an asset which gives an organization a chance to differentiate itself. The university culture as a motivator for staff and university's brand personality of sincerity competence and sophistication enhancing universities corporate image received lower mean score rating of 3.44 indicating a moderate agreement. University's brand personality of sincerity competence and sophistication enhancing its corporate image received the highest variability in responses (CV =18.7%) while the lowest variability in responses was on current and potential customer generally considering the university as being a good place to be.

4.3.3.3 Summary of Corporate Image

Corporate image consisted of a functional and emotional component. The functional components are the tangible characteristics that can be measured and evaluated easily such as architecture and variety of products or services. The emotional component refers to feelings, attitudes and beliefs that one has towards an organization. Table 4.16 contains the summary of the study's corporate image components.

Table 4.16: Summary of Corporate Image Mean Scores

	N	**Mean score**	**Standard Deviation**		**CV %**
Functional component	39	3.64	.736		20.4
Emotional component	39	3.54	.599		16.9
Grand Mean Scores		**3.59**	**.668**		**18.7**

Source: Primary Data.

The results in Table 4.16 reveal a higher rating of functional component (mean score rating =3.64) as compared to emotional component (mean score rating =3.54). This could imply that universities focus more on tangible characteristics such as facilities and buildings. Nguyen and LeBlanc (2001) posit that elements such as faculty, academic staff members and facilities on campus are critical factors in influencing students' perceptions of the image or reputation of a higher education institution. Similarly, Owino (2013) noted the influence of corporate image on university students' satisfaction. Functional component had a higher variability in responses (CV=20.4%) as compared to emotional component (16.9%).

4.3.4 : Brand Performance

The current study conceptualized brand from an organization's perspectives focusing on characteristics of the organization in order to provide credibility of its products or services. To enable organizations to compete in today's competitive and complex environment, regular and reliable feedback on their performance is vital. Brand performance refers to how successful a brand is in the market and provides an evaluation of an organization's strategic success. The relevant literature acknowledges an absence of a single metric that can perfectly measure brand performance and argue that a universal measure does not exist (de Chernatony et al., 2004; Lehmann et al., 2008, & Farris et al., 2008). The study used both financial and subjective measure of brand performance.

4.3.4.1: Subjective measures of Brand Performance

Subjective measures of brand performance were used in the study. Customer centric measures that included brand awareness and brand loyalty were included to reflect the central role of customers (Aaker,1996; Guenzi & Pelloni,2004).Employee measures were included given the essential role that employees play in the provision of services (Balmer & Greyser, 2006; Balmer & Greyser, 2006; Berry & Seltman, 2007; de Chernatony & Cottam, 2008).

Other subjecive measures of brand performance included organization effectiveness to reflect degree to which universities moved toward attainment of mission and goal realization, efficiency to ensure provision of services to customers within an appropriate cost structure, relevance as a measure of how well universities mission continued to serve the purpose it was intended for and research and publications and CSR activities as an indication of universities research output and engagement in CSR activities.

The respondents were asked to state the extent of agreement with the subjective brand performance measures adopted by the university. A five-point Likert-type scale ranging from 1=not at all to 5=to a very large extent was used. The relevant responses were analyzed using mean scores and standard errors.

4.3.4.1:1: Brand Loyalty

Brand loyalty is the extent of the faithfulness of consumers to a particular brand, expressed through their repeat purchases, irrespective of the marketing pressure generated by the competing brands. Brand loyalty is demonstrated by the frequency of buying products or services, or other positive behaviors such as word of mouth advocacy. Hong and Goo (2004) observe that satisfaction is a necessary perquisite for loyalty and organizations with brand-loyal customers may not have to spend as much money on marketing. Besides, they may use premium pricing for their products or services. In the context of relationship marketing, customer satisfaction is often viewed as a central determinant of customer loyalty.

The study had requested respondents to indicate the extent to which they agreed with a number of statements embracing customer brand loyalty. The relevant data are summarized in Table 4.17.

Table 4.17: Brand Loyalty Mean Scores

Brand Loyalty	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Our customers are loyal and committed	39	3.85	.670	17.4
Our customers have positive word of mouth for the university	39	3.79	.656	17.3
Our customer are always willing to take up advanced courses in our institution	39	3.72	.605	16.3
Our customers are proud to be associated with us	39	3.72	.686	18.4
Our customers commend us for exemplary service delivery	39	3.67	.662	18.0
Our customers always come back for more services	39	3.67	.530	14.4
Grand Mean Scores		**3.74**	**.635**	**17.0**

Source: Primary Data.

The results in Table 4.17 with a grand mean score rating of 3.74 is an overall indication of the extent to which university customers are satisfied. Customer satisfaction represents the effectiveness of an organization in delivering value to its target customers. Customers' loyalty and commitment had a mean score rating of 3.85. Positive word of mouth for the university was rated at a mean score of 3.79 while customers' willingness to take up advanced courses and being proud to be associated with the university had a mean score rating of 3.72. This could be an indication of customers' satisfaction leading to willingness to continue using university's services as well as recommending the university to potential customers. The highest variability in responses was on university customers being proud to be associated with it (CV=18.4%) while university customers always coming back for more services received the lowest variability in responses (CV =14.4).

4.3.4.1.2: Brand Awareness

Brand awareness is the extent to which a brand is recognized by potential customers. It includes brand recognition which is the ability of the consumers to correctly differentiate the brand they previously have been exposed and brand recall which is the ability of the consumers to correctly generate and retrieve the brand in their memory. Kevin (1993) argues that brand awareness is related to the functions of brand identities in consumers' memory and can be reflected by how well the consumers can identify the brand. To measure brand awareness, the respondents were requested to state the extent to which they agreed with a number of statements regarding brand awareness. The pertinent responses are depicted in Table 4.18.

Table 4.18: Mean Scores of Brand Awareness

Brand Awareness	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Everyone in the organization understands our culture	39	3.87	.615	15.9
Our brand personality has unique associations	39	3.72	.560	15.1
Our brand is consistently presented through our facilities equipment personnel and communications material	39	3.64	.743	20.4
Our corporate symbols are understood by everyone in the organization	39	3.62	.673	18.6
Our clients are familiar with the range of services we provide	39	3.62	.673	18.6
Our clients understand our organization	39	3.59	.677	18.9
Grand Mean Scores		**3.68**	**.657**	**17.9**

Source: Primary Data.

The figures in Table 4.18 show a grand mean score rating of 3.68 which is an indication of agreement to a large extent on level of brand awareness. The question on everyone in the organization understanding the culture had the highest mean score rating of 3.87 while clients understanding of the university obtained the lowest mean score rating of 3.59.The highest variability in responses was on university brand being consistently presented through facilities equipment personnel and communications material (CV =20.4%) while university brand personality having unique associations had the lowest variability in responses (CV=15.1%).

4.3.4.1.3: Employee Satisfaction

Employee satisfaction is an assessment of extent of contentment of employees with their job and working environment which stimulates positive actions contributing to improved organization performance. Heskett et al.(1994) posits that motivated employees are likely to be more commited in their work leading to better customer service.The respondents had been asked to indicate the extent to which they agreed with the relevant statements on employees satisfaction. The pertinent results are depicted in table 4.19.

Table 4.19: Employee Satisfaction

Employee Satisfaction	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Employees are loyal to the institution	39	3.64	.537	14.8
Employees are proud of the institution	39	3.54	.505	14.3
Our employees do not leave us for competitors	39	3.51	.601	17.1
Employees are always willing do additional tasks	39	3.46	.555	16.0
Employees speak favorably about the university	39	3.41	.549	16.1
Rate of employee turn-over is very low in our organization	39	3.41	.637	18.7
Grand Mean Score		**3.50**	**.564**	**16.2**

Source: Primary Data.

The results in Table 4.19 indicates a grand mean score of 3.50.Employees loyalty had a mean score rating of 3.64 and pride in the institution a mean score of 3.54 indicating that these were moderately rated. Employees' willingness to do additional tasks had a means score rating of 3.46.Employees speaking favorably about the university and rate of turn-over being low had a mean score rating of 3.41.This could be an indication that employees are moderately satisfied. Sageer, Rafat and Agarwal (2012) posit that employees' satisfaction is critical to their actions and ultimately influences organization performance. The variability in responses was highest on rate of employee turn-over being very low in the university (CV= 18.7%) while lowest was on employees being proud of the institution (CV= 14.3%).

4.3.4.1.4: Effectiveness of the organization

Organization effectiveness is the degree to which the organization moves toward attainment of its mission and realization of its goals. The respondents were asked to indicate the extent to which they agreed with several statements regarding how effective their university was in working towards its mission and vision. The responses are summarized in Table 4.20

Table 4.20: Effectiveness of the Institution

Effectiveness of the Institution	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Uses feedback to improve itself	39	3.67	.662	18.0
The university monitors organizational effectiveness	39	3.51	.506	14.4
A system is in place to assess effectiveness	39	3.46	.682	19.7
The mission and vision of the university is known by all	39	3.46	.600	17.3
The mission is operationalized through program goals objectives and activities	39	3.38	.633	18.7
The vision and mission was agreed by the staff	39	3.23	.810	25.1
Grand Mean Scores		**3.45**	**.645**	**18.9**

Source: Primary Data.

The results in Table 4.20 indicate a grand mean score of 3.45.This is an implication of respondents' moderate agreement. Use of feedback to improve universities received a higher rating (mean score=3.67).This implies that university management is keen to use feedback received from the stakeholders to improve organizational effectiveness. The mission and vision of the university being known by all staff members and being agreed by the staff was rated with a mean score 3.46 and 3.23 respectively. This may suggest a low staff involvement in charting the university's strategic direction. The highest variability in responses was on university vision and mission being agreed upon by the staff (CV= 25.1%) while lowest variability was on monitoring organizational effectiveness (CV= 14.4%).

4.3.4.1.5: Efficiency of the Institution

An efficient organization ensures provision of services to its customers within an appropriate cost structure. The respondents were asked to indicate extent of agreement with the statements given regarding efficiency of the university in the use of its human, financial, and physical resource utilization. The results are presented on Table 4.21.

Table 4.21: Efficiency of the Institution

Efficiency of the Institution	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Optimal use is made of financial resources	39	3.79	.469	12.4
Maximum use is made of physical facilities	39	3.77	.583	15.5
High quality administrative systems are in place	39	3.77	.536	14.2
Benchmark comparisons are made of the progress achieved in the university	39	3.72	.560	15.1
Staff members are used by the university to the best of their abilities	39	3.72	.510	13.7
Grand Mean Score		**3.75**	**0.532**	**14.2**

Source: Primary Data.

The results in Table 4.21 show that the grand mean score for the efficiency measure was 3.75 indicating agreement to a large extent on efficiency of the universities. Optimal use of financial resources and physical facilities received highest mean score rating of 3.79 and 3.77 respectively. This may be attributed to the efficient utilization of resources by universities given the resources constraint that majority experience. Staff members being used to the best of their abilities and benchmark comparisons being made of the progress achieved by the university were rated at mean score of 3.72 respectively indicating respondents' agreement to a large extent. Maximum use of physical facilities had the highest variability in responses (CV= 15.5%) while optimal use is of financial resources received the lowest variability in responses (CV= 12.4 %).

4.3.4.1.6: Relevance of the Institution

Organization's relevance is a measure of how well the organization's mission continues to serve the purpose of its various stakeholders. The universities operate in a dynamic environment hence the need to strive to remain relevant. The respondents were requested to state the extent to which they agreed with a number of statements regarding how the university had remained relevant. The relevant results are presented on Table 4.22.

Table 4.22: Relevance of the Institution

Relevance of the organization	**N**	**Mean Score**	**Standard Deviation**	**CV(%)**
Regular program revisions to reflect changing environment and capacities	39	3.85	.489	12.7
Creating and adapting to new technologies	39	3.77	.583	15.5
Periodically reviewing the mission	39	3.74	.595	15.9
Encouraging innovation	39	3.64	.537	14.8
Regularly reviewing the environment to adapt to the strategy	39	3.62	.590	16.3
Regularly conducting stakeholders needs assessment	39	3.59	.549	15.3
Regularly monitoring reputation	39	3.54	.555	15.7
Grand Mean Score		**3.679**	**.557**	**15.2**

Source: Primary Data.

The results in Table 4.22 indicate a mean score rating of 3.85 for regular program revisions to reflect changing environment and capacities. Adapting to new technologies had a mean score rating of 3.77.This suggests universities are dynamic in line with changing marketing environment. Periodic conduct of stakeholder needs assessment with a mean score of 3.59 and regular monitoring of reputation with a mean score of 3.54 denote agreement to a large extent an indication that universities make decisions with the input from stakeholders and put mechanism in place to monitor stakeholders' perceptions. Regularly reviewing the environment to adapt to the strategy had the highest variability in responses (CV= 16.3%).

Regular program revisions to reflect changing environment and capacities received lowest variability in responses (CV=12.7%).

4.3.4.1.7: Research and Publications and Corporate Social Responsibility activities

Research comprises creative work undertaken on a systematic basis in order to increase the stock of knowledge on a pertinent issue. It is used to establish or confirm facts, reaffirm the results of previous work, solve new or existing problems, support theories or develop new theories. Research and publication is an important task of the university. Corporate Social Responsibility (CSR) policy functions as a self-regulatory mechanism whereby a business monitors and ensures its active compliance with the spirit of the law, ethical standards and international norms. An organization implementation of CSR goes beyond compliance and engages in actions that appear to further some social good, beyond the interests of the organization. Universities CSR aims to embrace responsibility for corporate actions and to encourage a positive impact on the environment and stakeholders including consumers, employees, investors, communities, and others for enhanced corporate image. The respondents were asked to indicate the extent to which they agreed with the given statements regarding research and publications and corporate social responsibility activities of the university. The results are presented on Table 4.23**.**

Table 4.23: Research and Publications and Corporate Social Responsibility Activities

Research and publications and Corporate Social Responsibility activities				
Research and publications and CSR activities	N	**Mean Score**	**Standard Deviation**	**CV (%)**
Donates towards worthy causes whenever a need arises	39	3.49	.601	17.2
The university regularly organizes conference for the research work dissemination	39	3.44	.718	20.9
The lecturers are motivated to regularly publish	39	3.38	.637	19.9
Regularly participates in cleanup activities	37	3.38	.758	22.4
Supports education funding for disadvantaged bright students	39	3.36	.707	21.0
The number of research publications has consistently gone up	39	3.28	.724	22.1
The university staff regularly publishes	39	3.28	.724	22.1
The university is rated highly as a result of its research output	39	3.23	.742	23.0
Average score		**3.355**	**.706**	**21.1**

Source: Primary Data.

The results presented on Table 4.23 reveal respondents moderate agreement with a mean score of 3.36. Donating towards worthy causes was better rated with a means score of 3.49. This proposes a moderate involvement of universities in CSR activities. University staff regularly publishing and university being rated highly as a result of its research output had a mean score rating of 3.28 and 3.23 respectively. The relatively low rating could be an indication of low level of research activities at the universities. A summary of subjective brand performance measures is provided on table 4.25

4.3.4.1.8: Summary of subjective Brand Performance Measures

The summary of subjective brand Performance measures which include, employee measure, customer measure, effectiveness, efficiency and relevance of organization as well as research and publications and CSR activities is provided in Table 4.24.

Table 4.24: Summary of subjective Brand Performance measures

Summary of Brand Performance	N	Mean score	Standard Deviation	CV (%)
Brand loyalty	39	3.73	.635	17.0
Brand awareness	39	3.68	.657	17.9
Employee satisfaction	39	3.495	.564	16.2
Effectiveness of the organization	39	3.452	.645	18.9
Efficiency of the organization	39	3.754	.552	14.2
Relevance of the organization	39	3.679	.557	15.2
Research and publications and CSR activities	39	3.355	.706	21.1
Average of Grand Mean Scores		**3.59**	**.617**	**17.2**

Source: Primary Data.

The summary results in Table 4.24 show an average of grand mean scores of the selected subjective brand performance measures of 3.59. Efficiency of the organization had the highest mean score of 3.75 followed by brand loyalty 3.73 and relevance of the university with mean score rating of 3.68.Research and publications and CSR activities had relatively low mean score rating of 3.36 and also had the highest average variability in responses (CV =21.1%). This suggests a moderate engagement in research and CSR activities by the universities. Efficiency of the organization had the lowest average response variations (CV= 14.2%).

4.3.4.1: Financial Viability of the university

Most universities are concerned about their financial viability. To survive in a highly competitive environment, universities need to constantly monitor their revenues and expenses as well as sources of funding as a way of ensuring a healthy financial status. Ambler (2003) and Oktemgil (2003) observe the need to incorporate financial measures owing to the growing role they play in justifying marketing expenditures and for analyzing an organization's previous activities. The respondents had therefore been asked to indicate extent to which they agreed with a number of statements regarding university's financial viability. The relevant responses are summarized on Table 4.25**.**

Table 4.25: Financial Viability of the university

Financial Viability of the university	**N**	**Mean Score**	**Standard Deviation**	**CV (%)**
Monitors finances on a regular basis	39	3.54	.555	15.7
Does not depend on single source of funding	39	3.44	.680	19.8
Consistently obtains new funding sources	38	3.42	.758	22.2
Has improved liquidity position	39	3.36	.668	19.9
Keeps a reasonable surplus of money to use during difficult times	38	3.32	.775	23.3
Existing sources of fund offer sustainable support	39	3.28	.825	25.2
Consistently has more revenues than expenses	39	3.00	..889	29.6
Grand Mean Score		**3.337**	**.736**	**22.2**

Source: Primary Data.

The results presented on Table 4.25 reveal a moderate agreement regarding university's financial viability with an average mean score of 3.34. Monitoring of finances on a regular basis was the most highly rated with a mean score of 3.54. New funding sources existing for the universities obtained a mean score rating of 3.42.The overall result indicates that universities closely monitor their finances. The highest variability in responses was on university consistently having more revenues than expenses (CV=29.6%). University monitoring finances on a regular basis had the lowest variability in responses (CV=15.7).

4.3.4.2: Financial position of the University

The financial position of the university reflects its cash flow and the extent to which the university is able to finance recurrent expenditures. It also reflects extent of debts, liabilities and the asset that the university has. The respondents were asked to state the extent to which they agreed with a number of statements regarding university's financial position. The results are presented on Table 4.26.

Table 4.26: Financial position of the University

	Response (Yes/No)	Number of universities	Percentage
Debt is greater than equity	No Yes Total	5 34 39	13 87 100
Cash flow is enough to finance recurrent expenditure like paying part time lecturers	No Yes Total	32 7 39	82 18 100
Current assets are greater than current liabilities	No Yes Total	14 25 39	36 64 100
The university is able to meet its current obligations	No Yes Total	27 12 39	69 31 100

Source: Primary Data.

The results in Table 4.26 reveal that 87% of the universities had debt greater than equity while about 82 % of the universities revealed that Cash flow is not enough to finance recurrent expenditure. 36% indicated that current assets were greater than current liabilities while 69 % indicated that they were not able to meet their current obligation.

4.3.3.4: Overall Summary of Brand Performance

The overall summary of brand performance embraces both subjective and financial measures. The pertinent results are presented on Table 4.27.

Table 4.27: Summary of Brand Performance

Overall Summary of Brand Performance	**N**	**Mean score**	**Standard Deviation**	**CV (%)**
Subjective measure	39	3.59	.617	17.2
Financial measure	39	3.34	.736	22.2
Average of Grand Mean Scores		**3.47**	**.677**	**19.7**

Source: Primary Data.

The results on overall summary of brand performance measures in Table 4.27 reveal a higher average mean score rating of 3.56 for subjective measures as compared to financial measure with an average mean score of 3.34.The average variability in responses was higher in financial measures of brand performance (CV=22.2%) as compared to the average variability in responses on subjective measures (CV=17.2%).

4.4: Summary of Descriptive Statistics

The results of the descriptive statistics are summarized in Table 4.28.

Table 4.28: Summary of Descriptive Statistics

Thematic Area	N	Average Mean Score	Standard Deviation	CV (%)
Corporate Identity Management practices	39	3.66	.716	19.6
Organizational Characteristics	39	3.72	.734	19.8
Corporate Image	39	3.59	.668	18.7
Brand Performance	39	3.47	.677	19.7
Overall Mean Score		**3.61**	**.699**	**19.5**

Source: Primary Data.

The results in Table 4.28 indicate that the average mean scores for the selected study variable. Organizational Characteristics and Corporate Identity Management Practices had the highest mean score of 3.72 and 3.66 respectively while corporate image had a mean score of 3.59. This implies that all the study variables are critical to the performance of universities with CIM Practices having a higher contribution. Organizational characteristics had the highest average variations in responses (CV=19.8%) while corporate image had the lowest (CV=18.7%).

4.5: Correlation Analysis

Correlation analysis using Pearson product moment and correlation coefficient technique was used to stablish the relationships between the study variables.The results are summarized on Table 4.29.

Table 4.29: Correlations Analysis

Variables		1	2	3	4
1. Corporate Identitty Management Practices	Pearson Correlation Sig. (2-tailed) N	1 38			
2. Corporate Image	Person correlation Sig. (2-tailed) N	.515** .001 37	1 38		
3.OrganizaitonCharacteristics	Pearson Correlation Sig. (2 – tailed) N	.356* .031 37	.535** .001 37	1 38	
4. Brand Performance	Pearson correlation Sig. (2-tailed) N	.674** .000 36	.672** .000 36	.376* .024 36	1 37

**** Correlation is significant at the 0.01 level (2-tailed).**

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

Source Data: Primary Data.

The results in Table 4.29 show that the relationship between corporate identity management practices and brand performance was positive and statistically significant (r=.674, p-value=.000). Similarly, the relationship between organizational characteristics and brand performance was moderate and statistically significant (r=.356, p-value=.031) while the rationship between corporate identity management practices and corporate image was also positive and statistically significant (r=.515 p-value=.001).

The relationships between corporate image and brand performance was also statistically significant (r=.672,p-value .001). The strongest relationship was between corporate identity management practices and brand performance (r=.674, p-value=.000.This implies that corporate identity management practices,organizational characterics and corporate image play a crucial role in influencing brand performance of Kenyan universities.

4.6: Regression Analyses and Hypotheses Testing

This study was based on the premise that there is a relationship between corporate identity management practices and brand performance but this relationship is mediated by corporate image and moderated by organizational characteristics. To establish the statistical significance of the respective hypotheses, simple and multiple regressions analysis were conducted at 95% confidence level.

4.6.1: Corporate Identity Management practices and Brand Performance

The first objective of the study was to assess the direct relationship between corporate identity management practices and brand performance of Kenyan universities. Corporate identity management practices comprised Corporate Visual Identity Systems, Corporate communication, corporate culture, corporate brand personality and customer relationship management. Brand performance measures comprised brand loyalty, brand awareness, employees' satisfaction, effectiveness of the organization, efficiency of the organization, relevance of the organization, research and publication and CSR activities and financial viability measure. The respondents had been asked to indicate the extent to which they agreed with the way the universities managed their corporate identity. To assess the corporate identity management practices and brand performance of Kenyan universities, the following hypothesis was tested.

H1: There is a statistically significant relationship between corporate identity management practices and brand performance of Kenya Universities

Corporate Identity Management Practices was regressed on Brand Performance in order to determine the relationship. The relevant results are presented in Table 4.30.

Table 4:30: Regression Results of corporate identity management practices and Brand Performance

(a)The Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674	.455	.439	.04395

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-test	Sig.(p-value)
1	Regression	.055	1	.055	28.372	.000
	Residual	.066	34	.002		
	Total	.120	35			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-test	Sig.(p-value)
		B	Std. Error	Beta		
1	(Constant)	.353	.069		5.147	.000
	CIM Practices	.512	.096	.674	5.327	.000

Predictors: (Constant), CIM Practices

Dependent Variable: Brand Performance

Source: Primary Data.

The results in Table 4.30 show that Corporate Identity Management Practices had a statistically significant influence on Brand Performance. It explained 45.5 % of variation (R^2=.455). The standardized regression coefficient (β) value of the computed (composite index) scores of corporate identity management practices was .674 with a t-test of 5.327 and a significance level of p-value=.000.The results indicate a linear dependence of brand performance on CIM practices. The standardized regression coefficient was used as it is free from original units of the predictor and outcome variables. Previous scholars have used standardized regression coefficients (Sin et al., 2005; Munyoki, 2007; Kinoti, 2012; Kabare, 2013; and Njeru, 2013).

Previous studies support the findings of positive relationship between corporate identity management practices and performance. Foo et al. (2001) study on 109 ASEAN public-listed companies established that efforts in corporate identity correlate statistically significantly with strategic planning ($p<0.001$).Coleman (2004) study on the influence of service brand identity on brand performance in United Kingdom indicated that service brand identity had a positive and significant ($p<0.001$) influence on brand performance.The hypothesis that corporate identity management practices statistically significantly influence brand performance of Kenyan universities is supported by the current study. The regression equation of the results is:

$BP=\beta_0+\beta_1X$

BP= .353 +.674 CIM

Where:

BP= Brand Performance

B_0=Constant

CIM=Corporate Identity Management Practices

4.6.2: Organizational Characteristics and Brand Performance

To assess the influence between organizational characteristics on brand performance, the relevant hypothesis was formulated as follows:

H2: There is a statistically significant relationship between organizational characteristics and brand performance of Kenyan universities

To establish the relationship between Organizational Characteristics and Brand Performance, a regression analysis was conducted. The results obtained are summarized in the Table 4.31

Table 4:31: Regression Results of Organizational Characteristics and Brand Performance

(a)The Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.376	.141	.116	.05795

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-value	Sig.(p-value)
1	Regression	.019	1	.019	5.591	.024
	Residual	.114	34	.003		
	Total	.133	35			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig (p-value)
		B	Std. Error	Beta		
1	(Constant)	.554	.071		7.864	.000
	Organization Characteristics	.221	.093	.376	2.364	.024

Predictors: (Constant). Organization Characteristics

Dependent Variable: Brand Performance

Source: Primary Data.

The results in Table 4.31 reveal that the relationship between Organizational Characteristics and Brand Performance of Kenyan universities is statistically significant. It explained 14.1 % of variation (R^2=.141). The standardized regression coefficient (β) value of the computed (composite index) score of organizational characteristics was .376 with a t-test of 2.364 and significance level of p-value=.024.The results indicate a linear dependence of brand performance on organizational characteristics. Previous studies support the findings. Prescott and Vischer (1980) noted a positive relationship between organizational characteristics like age and size and performance. Lin et al. (2008) work on Organizational Characteristics, Board Size and Corporate Performance of Taiwanese public limited companies found that organizational characteristics had a significantly positive relationship on company performance ($\beta = 0.0117$, $p < 0.01$) The hypothesis that there is a statistically significant relationship between organizational characteristics and brand performance of Kenyan universities is supported by the current study. The regression equation of the results is:

$BP=\beta_0+\beta_1X$

$BP=.554+.376\ OC$

Where:

BP= Brand Performance

B_0=Constant

OC=Organizational Characteristics

4.6.3: Corporate Identity Management practices and Corporate Image

To determine the relationship between Corporate Identity Management Practices and Corporate Image the relevant hypothesis was formulated as follows:

H3: There is a statistically significant relationship between corporate identity management practices and corporate image of Kenyan universities.

Corporate Identity Management Practices was regressed on Brand Performance in order to determine the relationship. The relevant results are presented in Table 4.32.

Table 4:32: Regression Results of Corporate Identity Management practices and Corporate Image

(a)The Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515	.266	.245	.07282

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-test	Sig.(p-value)
1	Regression	.067	1	.067	12.662	.001
	Residual	.186	35	.005		
	Total	.253	36			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-est	Sig.(p-value)
		B	Std. Error	Beta		
1	(Constant)	.407	.121		3.374	.002
	CIM Practices	.593	.167	.515	3.558	.001

Predictors: (Constant). CIM Practices

Dependent Variable: Corporate Image

Source: Primary Data.

The results in Table 4.32 imply that the relationship between Corporate Identity Management Practices and Corporate Image of Kenyan universities is statistically significant. It explained 26.6 % of variation (R^2=.266).The overall model was statistically significant (F value=12.662,pvalue=.001).The standardized regression coefficient (β) value of the computed (composite index) scores of Corporate Identity Management Practices was .515 with a t-test value of 3.558 and significance level of p-value=.001. The results indicate a linear dependence of CIM practices on corporate image. The hypothesis that there is a statistically significant relationship between corporate identity management practices and corporate image of Kenyan universities is supported by the current study. Balmer and Wilson (1998) assert that CIM contributes significantly to a favorable image and reputation.

The regression equation of the results is:

CI= $\beta_0+\beta_1X$

CI= .407 +.5I5CIM

Where: CI=Corporate Image

B_0=Constant

CIM= Corporate Identity Management Practices

4.6.4: Corporate Image and Brand Performance

To assess the relationship between corporate image and brand performance, the relevant hypothesis was formulated as follows:

H4: There is a statistically significant relationship between corporate image and brand performance of Kenyan universities.

Corporate Identity Management Practices was regressed on Brand Performance in order to determine the relationship. The relevant results are presented in Table 4.33.

Table 4:33: Regression Results of Corporate Image and Brand Performance

(a)The Goodness of Fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.672	.451	.435	.04339

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-value	Sig (p.value)
1	Regression	.053	1	.053	27.985	.000
	Residual	.064	34	.002		
	Total	.117	35			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig. (p-value)
		B	Std. Error	Beta		
1	(Constant)	.346	.071		4.849	.000
	corporate image	.447	.084	.672	5.290	.000

Predictors: (Constant). Corporate Image

Dependent Variable: Brand Performance

Source: Primary Data.

The results in Table 4.33 indicate that the relationship between corporate image and brand performance is statistically significant. It explained 45.1% of variation (R^2=.451). The standardized regression coefficient (β) value of the computed (composite index) scores of corporate image was .672 with a t-test value of 5.290 and a significance level of p-value=.000.The regression equation of the results is:

$BP=\beta_0+\beta_1X$

BP= .346 +.672C1

Where:

BP=Brand Performance

B_0=Constant

CI=Corporate Image

The results indicate a linear dependence of brand performance on corporate image. The hypothesis that there is a statistically significant relationship between corporate image and brand performance of Kenyan universities is supported by the current study. Empirical studies also support the relationship. Kheiry1.et al. (2012) work on University intellectual image impact on satisfaction and loyalty of students among Tehran selected universities noted that image of university has direct and positive effect on satisfaction of students.Abd-El-Salam et al. (2013) work on the impact of corporate image and reputation on service quality, customer satisfaction and customer loyalty established a significant positive relationship between corporate image and reputation and customer loyalty which ultimately impacts an organization's performance. The hypothesis that there is a statistically significant relationship between corporate image and brand performance of Kenyan universities is thus supported.

4.6.5: The Mediating Effect of Corporate Image on the Relationship between Corporate Identity Management practices and Brand Performance

The study had set out to assess the mediating effect of the corporate image on the relationship between corporate identity management practices and brand performance. The following hypothesis was formulated.

H5: The relationship between corporate identity management practices and brand performance is statistically and significantly mediated by corporate image

Baron and Kenny's (1986) method was used to test for mediation. The method proposes use of three steps (Appendix IV). In step one brand performance was regressed on corporate identity management practices and in step two, corporate identity management practices was regressed on corporate image to assess if there was a significant change. When controlling for the effects of the corporate image on brand performance, the effect of the corporate identity management practices on brand performance should no longer be statistically significant at α=.05. Finally, a regression analysis was performed and the betas examined for the strength, direction and significance of the relationship. In step one CIM Practices explains 45 % of the variation in Brand Performance (R^2=.455). The results indicate that the overall model is statistically significant at α=.05. This implies that the relationship between CIM Practices and Brand Performance is positive and statistically significant. In the second step, a regression analysis to assess the relationship between CIM Practices and Corporate Image was conducted where CIM Practices was treated as the independent variable and Corporate Image as the dependent variable.

The results are summarized Appendix IV. The results reveal that CIM Practices explains 26.6 per cent of the variation in Corporate image (R^2=.266). The results of the overall model reveals that the relationship between CIM Practices and Corporate Image is positive and statistically significant at α=.05 (F=12.662, p-value=.001). This means that CIM Practices may predict Corporate Image outcome of the universities. The beta coefficients also indicate a statistically significant linear relationship between Corporate Image and CIM Practices (β=.515, p=.001) finally, a regression analysis was performed and the betas examined for the strength, direction and significance of the relationship. The relevant results are summarized in Table 4.34.

Table 4.34: Results of a summary of the mediation regression analysis.

(a) Goodness of Fit Test

	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.642	.412	.394	.04318	.412	23.110	1	33	.000
2	.692	.479	.447	.04126	.067	4.142	1	32	.050

(b) The Overall Significance

		Sum of Squares	df	Mean Square	F value	Sig.(p-value)
1	Regression	.043	1	.043	23.110	.000
	Residual	.062	33	.002		
	Total	.105	34			
2	Regression	.050	2	.025	14.726	.000
	Residual	.054	32	.002		
	Total	.105	34			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig(p-value).
		B	Std. Error	Beta		
1	(Constant)	.368	.073		5.006	.000
	corporate image	.419	.087	.642	4.807	.000
2	(Constant)	.290	.080		3.619	.001
	corporate image	.277	.109	.424	2.548	.016
	CIM practices	.276	.136	.339	2.035	.053

Predictors: (Constant), Corporate Image

Predictors: (Constant), Corporate Image, CIM practices

Dependent Variable: Brand Performance

Source: Primary Data

The results in Table 4.34 show that Corporate Image explain 41.2% of the variation in Brand Performance (R^2 =.412). At step 2, Corporate Identity Management Practices adds to Brand

Performance as the variation increased from .412 to .479 implying that R^2 change=.067. The results reveal that the variance explained by Corporate Image is significant (F=23.110, p-value=.000).Table 4.35 presents a summary of the mediated regression analysis.

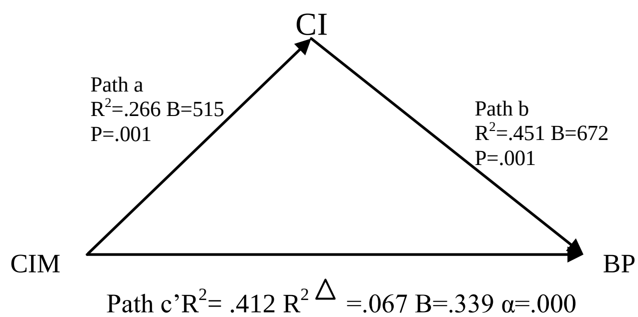
Table 4.35: Summary of Mediating Effect of Corporate Image on the relationship between Corporate Identity Management Practices and Brand Performance

Analysis	**R**	**R^2**	**R Square change**	**B**	**Significance (p-value)**
Step one: Brand performance on CIM practices	.674	.455		.674	.000
Step Two: Corporate Image on CIM practices	.515	.266		.515	.001
Step three: Step 1:Brand performance on Corporate image	.642	.412		.642	.000
Step 2: Brand performance on CIM practices	.692	.479	.067	.339	.001

Source: Primary Data.

The results in Table 4.35 reveal that the correlation between Corporate Identity Management Practices and Brand Performance was statistically significant at α=.05 (r=.674, p value=.000) and that of Corporate Image on Corporate Identity Management Practices was also statistically significant (r=.515, p-value=.001). The path diagram for mediation effect of Corporate Image is depicted in Figure 4.1.

Figure 4.1: Path Diagram for Mediation Effect of Corporate Image.



Source: Primary Data.

The results in Figure 4.1 support the hypothesis that CIM Practices influences Brand Performance through intermediating route. The pertinent results show that R^2 increased from .412 to .479 when Corporate Image was included (.412+.067=.479). The results imply that corporate image explain an additional 6.7% of the variation in brand performance. Further, the results indicate that the effect of CIM practices on brand performance in the final step of the analysis (path c') is significant at 0.05 significance level. The value of the regression coefficient declined from β=.674 in path "a" to β=.642 in path c' but was statistically significant at $\propto$= 0.05 level of significance.

The study result implies that part of the effect of CIM Practices is mediated by Corporate Image but other parts are mediated by other variables not included in the model. The finding is supported by previous studies. The study by Owino (2013) on the relationship between service quality, corporate image and customer satisfaction on university students established the mediating effect of corporate image.

4.6.6: Moderating Effect of the Organizational Characteristics on Brand Performance

The study sought to assess the moderating effect of organizational characteristics on the relationship between corporate identity management practices and brand performance. To assess the moderating effect, Hypothesis six was formulated as follows:

H6: The relationship between corporate identity management practices and brand performance is statistically and significantly moderated by the organizational characteristics

Baron and Kenny (1986) proposed a method of testing for moderating effect which was adopted for this study. This involved testing the main effects of the independent variable (CIM practices) and moderator variable (organizational characteristics) on the dependent variable (brand performance) and the interaction between CIM practices and organizational characteristics. Moderation is assumed to take place if the interaction between the CIM practices and organizational characteristics is statistically significant.

To create an interaction term, CIM practices and organizational measures were first entered and a single item indicator representing the product of the two measures calculated. The creation of a new variable by multiplying the scores of CIM practices and organizational characteristics risks creating a multicollinearity problem. To address the multicollinearity problem, which can affect the estimation of the regression coefficients for the main effects, the two factors were converted to standardized (Z) scores that have mean zero and standard deviation of one. The two standardized variables (CIM practices and organizational characteristics) were then multiplied to create the interaction variable. Several studies have used Z scores when testing for the moderating effect. For instance Abd-El-Salam et al (2013) used Z in a study on customer satisfaction and corporate image and reputation on service quality and customer loyalty. The results for the current study are presented on Table 4.36.

Table 4.36: Regression Results of the Moderating Effect

a) Goodness of Fit

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.685	.469	.436	.04467	.469	14.125	2	32	.000
2	.686	.470	.419	.04533	.001	.062	1	31	.805

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-value	Sig.(p-value)
1	Regression	.056	2	.028	14.125	.000
	Residual	.064	32	.002		
	Total	.120	34			
2	Regression	.056	3	.019	9.162	.000
	Residual	.064	31	.002		
	Total	.120	34			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.
		B	Std. Error	Beta		
1	(Constant)	.326	.076		4.314	.000
	CIM practices	.472	.106	.621	4.429	.000
	organization characteristics	.075	.078	.134	.952	.348
2	(Constant)	.332	.081		4.107	.000
	CIM practices	.469	.109	.617	4.309	.000
	organization characteristics	.070	.082	.125	.854	.400
	interaction term	-.002	.008	-.034	-.249	.805

Predictors: (Constant), Organization Characteristics, CIM Practices
Predictors: (Constant), Organization Characteristics, CIM Practices (interaction term)
Dependent Variable: Brand Performance
Source: Primary Data.

The results in Table 4.36 show that CIM Practices and Organizational Characteristics explained 47% of the variation in Brand Performance (R^2=.469).Under change statistics, the results reveal that the R^2 change increased by 0.01% from .469 to .470 (R^2change=.001) when the interaction variable (CIM Practices*Organizational Characteristics) was added. However, the change was not statistically significant at α=.05 (p-value=.805). The results however, show a statistically significant relationship between CIM Practices, Organizational Characteristics and the interaction (F=9.162, pvalue=.000).Coefficients for Corporate Identity Management Practices (β=.617, p-value=.000) indicate that there is a linear dependence of Brand Performance on CIM Practice. On the other hand, a statistically significant relationship between the Organizational Characteristics and Brand Performance was not established (β=.125, p-value=.400).This implies that there is no linear dependence of brand performance on organizational characteristics. Similarly, no statistically linear relationship of Brand Performance on the multiplicative term of CIM Practices and Organizational Characteristics was established. (β=-.034 p=.805). The implication for this is that changes in the Organizational Characteristics may negatively affect the CIM Practices and Brand Performance relationship. This is depicted by the negative sign of the multiplicative product. From the study results, the multiple regression equation used to estimate the moderating effect of Organizational Characteristics on CIM Practices and Brand Performance relationship is stated as follows

$BP = \beta_0 + \beta X_1 + \beta_2 Z + \beta_3 XZ$

BP= .332 +0.617CIM+0.125OC-0.034 XZ

Where:

BP=Brand Performance

B_0=Constant

X=CIM=Corporate Identity Management Practices

Z=OC=Organizational Characteristics

XZ=Product of CIM practices and Organizational characteristics

The results of the current study are consistent with previous studies. Kinoti (2012) established a moderating effect of organizational characteristics and performance of ISO 9000 and 14000 certified organizations in Kenya. However, a study by Thuo (2010) on the relationship between Customer Relationship Management (CRM) and competitiveness of commercial Banks in Kenya observed that Organizational Characteristics like age and size of organization did not moderate the relationship between CRM and marketing productivity.

4.6.7: Joint Effect of Corporate Identity Management Practices, Organizational Characteristics, Corporate Image on Brand Performance.

The study had also sought to determine the joint effect of Corporate Identity Management Practices, Organizational Characteristics and Corporate Image on Brand Performance of Kenyan universities. Hypothesis seven was formulated to assess the joint effect as follows:

H7: The joint effect of corporate identity Management Practices, Organizational characteristics, Corporate Image on Brand Performance is greater than the effects of individual variables on performance

Relevant results are presented on Table 4.37.

Table 4.37: Regression Results of joint effect

(a) Goodness of Fit Test

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics				
					R Square Change	F Change	df1	df2	Sig. F Change
1	.610	.372	.352	.04525	.372	18.915	1	32	.000
2	.692	.479	.445	.04186	.107	6.392	1	31	.017
3	.693	.480	.428	.04250	.001	.066	1	30	.799

(b) The Overall Significance

Model		Sum of Squares	df	Mean Square	F-value	Sig.(p-value)
1	Regression	.039	1	.039	18.915	.000
	Residual	.066	32	.002		
	Total	.104	33			
2	Regression	.050	2	.025	14.247	.000
	Residual	.054	31	.002		
	Total	.104	33			
3	Regression	.050	3	.017	9.234	.000
	Residual	.054	30	.002		
	Total	.104	33			

(c) The Composite Score Test

Model		Unstandardized Coefficients		Standardized Coefficients	t-value	Sig.(p-value)	Collinearity Statistics	
		B	Std. Error	Beta			Tolerance	VIF
1	(Constant)	.364	.082		4.427	.000		
	CIM practices	.497	.114	.610	4.349	.000	1.000	1.000
2	(Constant)	.291	.081		3.579	.001		
	CIM practices	.271	.138	.333	1.961	.059	.584	1.713
	corporate image	.280	.111	.429	2.528	.017	.584	1.713
3	(Constant)	.289	.083		3.488	.002		
	CIM practices	.264	.143	.324	1.850	.074	.564	1.774
	corporate image	.269	.120	.412	2.240	.033	.511	1.957
	organization characteristics	.021	.083	.041	.256	.799	.684	1.461

Predictors: (Constant), CIM Practices

Predictors: (Constant), CIM Practices, Corporate Image

Predictors: (Constant), CIM Practices, Corporate Image, Organization Characteristics

Dependent Variable: Brand Performance

Source: Primary Data.

The results in Table 4.37 show that the joint effect of CIM Practices, Organizational Characteristics and Corporate Image explain 48% of the variation in Brand Performance (R2=.480). The results show that 37% of the variation in Brand Performance may be explained by CIM Practices (R^2 =.372) and Corporate Image (R^2=.479). The results show that the joint effect of the study variables are statistically significant ($F=9.234$, p-value=.000). This implies that the study variables jointly predict Brand Performance. Brand performance has a linear dependence on CIM practices, organizational characteristics and corporate image. The regression coefficients reveal that Corporate Image had the largest contribution to Brand Performance ($\beta=.412$, t-value=.2.240, p-value=.033), followed by CIM practices (($\beta=0.324$, t-value=1.850, p-value=.074). Organizational Characteristics on the other hand had the lowest contribution to Brand Performance ($\beta=0.041$, t-value=0.256, p-value=.799). The regression model showing the joint effect of Corporate Identity Management Practices, Organizational Characteristics, Corporate Image on Brand Performance is stated as follows:

$$BP = \beta_0 + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3$$

$$BP=.289 + .324CIM + .041\ OC + .412\ CI$$

Where:
BP=Brand Performance

B_0=Constant

X_1=CIM=Corporate Identity Management Practices

X_2= OC=Organizational Chracteristics

X_3=CI=Corporate Image

The hypothesis that the joint effect of the Corporate Identity Management Practices,Organizational Characteristics and Corporate Image is greater than the effects of individual variables on Brand Performance is thus supported. An overall summary of the research objectives, hypotheses and results from the statistical analyses arepresented in Table 4.38.

Table 4.38: Summary of Research Objectives, Hypotheses and Conclusions

Objective	Hypothesis	R	R^2	Sig (p-value)	Conclusion
1. Assess the influence of Corporate Identity Management Practices on Brand Performance of Kenyan universities.	H1:There is a significant relationship between Corporate Identity Management practices and brand performance of Kenyan Universities	.674	.455	.000	H1 was supported
2.Examine the effect of Organizational Characteristics on Brand Performance of Kenyan universities	H2:There is a significant relationship between organizational characteristics and brand performance of Kenyan Universities	.376	.141	.024	H2 was supported
3. Determine the effect of Corporate Identity Management Practices on the Corporate Image of Kenyan universities.	H3: There is a significant relationship between Corporate Identity Management practices and corporate image of Kenyan universities	.515	.266	.001	H3 was supported
4.Assess the influence of Corporate Image on Brand Performance of Kenyan universities	H4: There is a significant relationship between corporate image and brand performance of Kenyan Universities	.672	.455	.000	H4 was supported
5.Establish the influence of Corporate Image on the relationship between Corporate Identity Management Practices and Kenyan universities brand performance	H5: Corporate image significantly mediates the relationship between Corporate Identity Management practices and brand performance of Kenyan Universities	.674	.455	.000	H5 was supported
6. Determine the influence of Organizational Characteristics on the relationship between Corporate Identity Management Practices and Brand Performance of Kenyan universities.	H6: Organizational characteristics significantly moderate the relationship between Corporate Identity Management practices and brand performance of Kenyan Universities	.686	.470	.000	H6 was supported

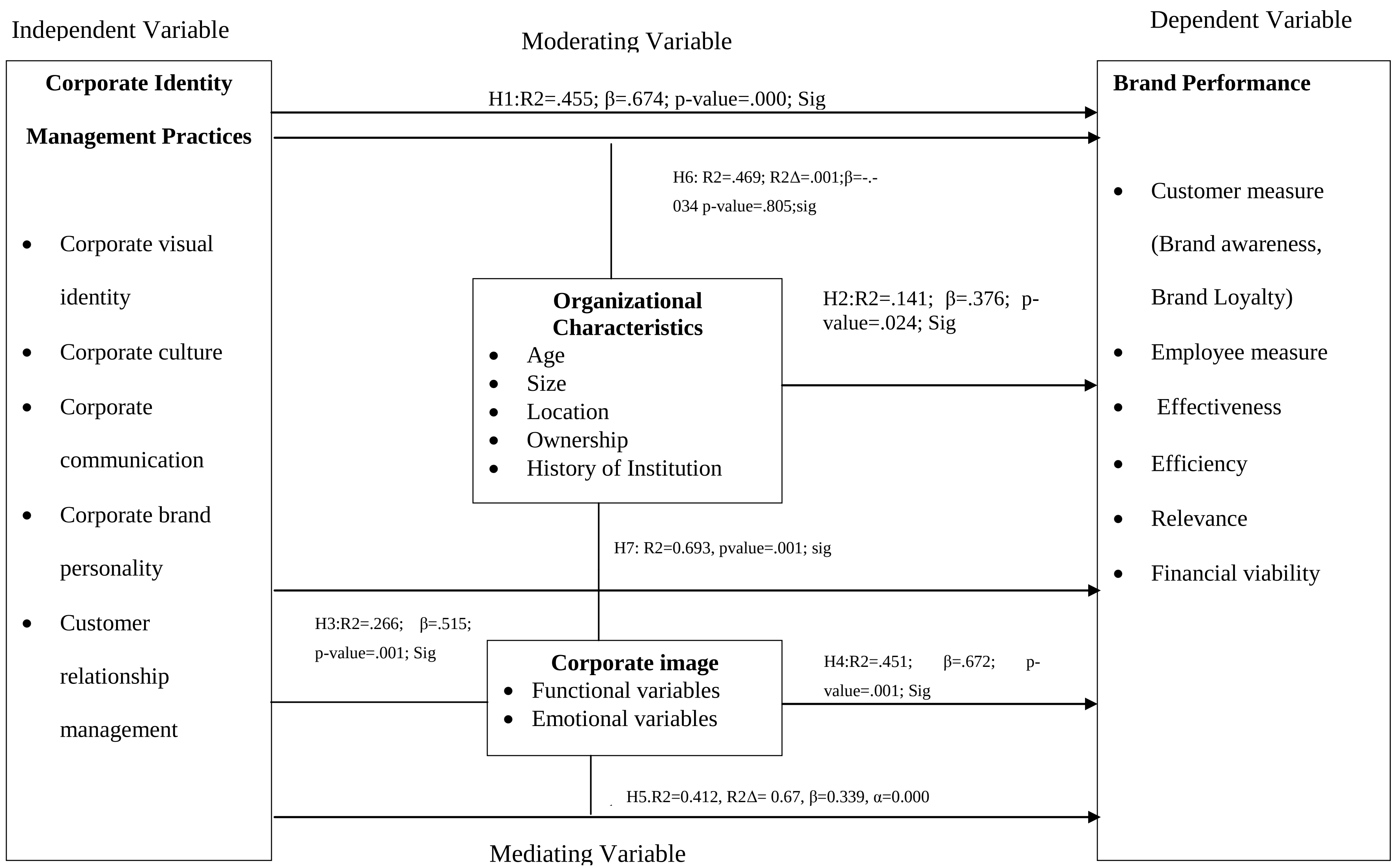
7.Examine the joint effect of Corporate Identity Management Practices, Corporate Image and Organizational Characteristics on Brand Performance of Kenyan universities	H7: The joint effect of Corporate Identity Management practices, organizational characteristics and corporate image on performance of Kenyan universities is significantly greater than the sum of the effect of individual variables	.693	.480	.000	H7 was supported

Source: Primary Data.

The results in Table 4.38 portraying summary of research objectives, hypothesis and conclusions indicate that all the hypotheses were supported hence there is a significant relationship between the study variables. CIM Practices had a significant influence on Brand Performance, but this influence was significantly mediated by corporate image and moderated by Organizational Characteristics.

The conceptual framework in Figure 2.1 hypothesized that there is a statistically significant relationship between Corporate Identity Management Practices and Brand Performance of Kenyan universities. In addition, there is a statistically significant relationship between Organizational Characteristics and Brand Performance, Corporate Identity Management Practices and Corporate Image and Corporate Image and Brand Performance.The relationship is mediated by corporate image and moderated by organizational characteristics. Finally, the joint effect of Corporate Identity Management Practices,Organizational Characteristics and Corporate Image are greater than their individual effect on brand performance. Based on these hypothesis, the results are presented in the modified conceptual model Figure 4.2.

Figure 4.2 : Empirical Model of Corporate Identity Management Practices, Organizational Characteristics, Corporate Image, and Brand Performance



Source: Researcher, 2014

The modified conceptual model in Figure 4.2 shows that there is a strong positive relationship between corporate identity management practices and brand performance of Kenyan universities as evidenced by H1 (H1:R^2=.455; β=.674; p-value=.000). In addition, there is a statistically significant relationship between organizational characteristics and brand performance H2 (H2:R^2=.141; β=.376; p-value=.024);Corporate identity management practices and corporate image H3 (H3:R^2=.266; β=.515; p-value=.001); and corporate image and brand performance H4 (H4:R^2=.451; β=.672; p-value=.001).The relationship between corporate identity management practices and brand performance is mediated by corporate image H5 (H5.$R^2$2=0.412,R^2Δ= 0.67, β=0.339, α=0.000); and moderated by organizational characteristics H6 (H6:R^2=.469; R^2Δ=.001;β=-.-034 p-value=.805).Finally,the joint effect of corporate identity management practices,organizational characteristics and corporate image are greater than their individual effect on brand performance H7 (H7: R^2=.480; pvalue=.001).The next section discusses the study implications

4.6.8: Discussion of the Results

The results of the data analysis were discussed and comparison made with findings of other previous studies for consistency or disagreement. Majority of the results findings corroborated existing knowledge. The findings also add on to existing knowledge.

4.6.8.1: The Relationship between Corporate Identity Management Practices and Brand Performance

The first research objective was to assess the influence of Corporate Identity Management Practices on Brand Performance of Kenyan universities. The decision variables in CIM included corporate visual identity systems, corporate culture, corporate communication, corporate brand personality and customer relationship management. The study used both subjective and financial performance measures. de Chernatony et al (2004); Lehmann et al (2008) and Farris et al (2008) acknowledge that no single metric can perfectly measure brand performance and that a universal measure does not exist.The empirical finding supports the notion that CIM practices drive brand performance. Consequently, by investing in brand marketing activities that span all five corporate identity dimensions, universities should experience enhanced brand performance.

The current study established a positive and significant relationship between corporate identity management practices and brand performance.The results are consistent with previous studies. The extant empirical corporate identity literature indicates its influence on organizations performance. Foo et al (2001) study established that efforts in corporate identity correlate statistically significantly with strategic planning ($p < 0.001$).Similarly, Coleman (2004) work revealed that service brand identity had a positive influence on brand performance. Balmer and van Riel (1997), Balmer and Wilson (1998) also argue that CIM contributes to a favorable image and reputation, which leads to an inclination to use an organization's products and services, to work for the organization and to speak well about it. Balmer and Gray (2000) concur noting that companies are better prepared if they manage their corporate identity towards external environmental influences that can adversely affect their operations.

4.6.8.2: The Relationship between Organizational Characteristics and Performance

The Relationship between Organizational Characteristics and Performance is based on the premise that organizational characteristics are likely to influence range of business activities of an organization, extent of market coverage, mission and vision as well as an ability to adopt technological innovations which impact on performance.Organizational Characteristics in the study comprised the age, size ,location, ownership and history of the universities.The study objective was to examine the effect of organizational characteristics on brand performance.The study established the relationship between organizational characteristics and brand performance of Kenyan universities to be statistically significant. The standardized regression coefficient (β) value of the computed (composite index) scores of organizational characteristics was .376 with a t-test of 2.364 and significance level of p-value=.024.

The current study findings are supported by previous studies. Prescott and Vischer (1980) noted a positive relationship between organizational characteristics like age, size and performance. Anderson and Loof (2009) contend that financial resource, physical and human capital, size, corporate ownership and organizational sector are important for innovation and hence influence performance. Similarly, Lin et al. (2008) work on Organizational Characteristics, Board Size and Corporate Performance found a significantly positive relationship between organizational characteristics and performance ($\beta 2 = 0.0117$, $p < 0.01$).

Other empirical studies however, reported a negative influence on organizational characteristics and performance. Ogbonna and Ogwo (2013) study on 52 insurance firms in Nigeria noted that organizational characteristic like age had a weak link to organization performance. Thuo (2010) study on the relationship between Customer Relationship Management (CRM) and competitiveness of commercial Banks in Kenya found no relationship between age and size and the competitiveness of banks. Similarly the work by Poensgen and Marx (1985) on German manufacturing firms noted a weak relationship between size and organization profitability. This observation is consistent with Whittington's

(1980) study that found a negative association between firm size and profitability for UK-based listed manufacturing companies. Similarly, Njeru's study (2013) concluded that firm characteristics do not influence performance. The hypothesis that there is a statistically significant relationship between Organizational Characteristics and Brand Performance of Kenyan universities was supported by the current study.

4.6.8.3: The relationship between Corporate Identity Management Practices and Corporate Image

To compete in today's competitive and complex environment, a regular and reliable feedback on the performance of an organization and particularly how it is being perceived by the stakeholders is critical. Corporate identity management practices are decisions by the management which are purported to influence the stakeholders' perception of the organization.

The study objective was to determine the effect of Corporate Identity Management practices on the corporate image of Kenyan universities. The study results revealed a statistically significant relationship between corporate identity management practices and corporate image. The results of the current study are consistent with previous studies. Balmer and Wilson (1998) observe that CIM contributes significantly to an organization favorable image and reputation. Coleman (2004) similarly assert that service brand identity influences organizations' corporate image and performance. Van den Bosch et al. (2005) concur noting that a brand's name and logo as visual cues are important drivers of brand awareness.

4.6.8.4: The relationship between Corporate Image and Brand Performance

Corporate Image literature suggests that brand performance is influenced by the feelings and beliefs about the organization that exist in the minds of its audiences. Managing corporate image, involves the fabrication and projection of a picture of a corporation, deliberately constructed to influence the public.The study adopted Kandampully and Hu (2007) suggestion that corporate image consists of a functional and emotional component. The functional components included the tangible characteristics that can be measured and evaluated easily such as architecture and variety of products or services while the emotional component included the feelings, attitudes and beliefs towards the university.The study objective was to assess the influence of corporate image on brand performance. The study results established a statistically significant relationship between corporate image and brand performance of Kenyan universities.The standardized regression coefficient (β) value of the computed (composite index) scores of corporate image was .674 with a t-test of 5.327 and significance level of p-value=.000.

The results of the current study gain support from previous studies. Empirical literature points to the role of corporate image as a valuable asset that companies need to manage given its contribution to brand performance. There is agreement that a favourable corporate image can positively affect an organizations' sales and market share and contribute to establishment and maintenance of a loyal relationship with customers (Andreassen & Lindestad, 1998; Nguyen & Leblanc, 2001).This view is consistent with Kim et al. (2011) who argued that a favorable image can boost a firm's sales, attract investors and employees and weaken the negative influence of competitors hence impacting on an organizations performance.Similarly, Nguyen and LeBlanc (2001) found out that the interaction between institutional image and reputation contributed to improved customer loyalty and influences students' perceptions of the image or reputation of a higher education institution. The findings are consistent with Owino (2013) work on Service dimensionality on Kenyan universities that revealed the influence of corporate image on the quality perception by university students.

4.6.8.5: The Mediating Effect of Corporate Image

The study had sought to establish the influence of corporate image on the relationship between Corporate Identity Management Practices and Brand Performance. The study results revealed the mediating effect of corporate image on the relationship between corporate identity management practices and brand performance to be positive and statistically significant. The results indicated that CIM practices and Brand Performance relationship is mediated by the Corporate Image.

Previous studies indicate that Corporate Identity Management Practices is likely to affect Brand Performance through routes of intermediate factors. Owino (2013) study on the relationship between service quality, corporate image and customer satisfaction in Kenyan university students established the mediation influence of corporate image. Similarly, Balmer and Van Riel 1995) and Balmer and Wilson (1998) posits that the objective of CIM is to establish a favorable image and reputation with an organization's stakeholders which it is hoped, will be translated by such stakeholders into a propensity to buy that organization's products and services, to work for or to invest in the organization. This reveals the mediation role of corporate image.

Souiden et al. (2006) empirical study on corporate branding dimensions on consumers' product evaluation established that corporate image was a mediator of the corporate name's effect on consumers' product evaluation. The results are also consistent with Amini et al (2012) study on effectiveness of marketing strategies and corporate image on brand equity as a sustainable competitive advantage that revealed that marketing strategies affect brand equity indirectly through corporate image implying that corporate image mediates the relationship. The results of the study are therefore consistent with previous studies that indicated mediation in CIM Practices and Brand Performance relationship

4.6.8.6: The Moderating effect of Organizational Characteristics

The study objective was to determine the influence of Organizational Characteristics on the relationship between Corporate Identity Management Practices and Brand Performance.The study results found statistically significant linear relationship of Brand Performance on the multiplicative term of CIM practices and Organizational Characteristics.This is an indication that Organizational Characteristics moderated CIM Practices and Brand performance relationship.

The results of the current study findings are in line with previous studies that observed statistical significance of organizational characteristic as a moderating variable. Kinoti (2012) established a moderating effect of organizational characteristics on the corporate image and performance of ISO 9000 and 14000 certified organizations in Kenya. Similarly, Ireland and Hitt (2000) posit that the number of years an organization has been in existence may influence its range of business activities as well as profitability of its operations. However, a study by Thuo (2010) on the relationship between Customer Relationship Management (CRM) and competitiveness of commercial banks in Kenya concluded that organizational characteristics like age and size of organization did not moderate the relationship between CRM and marketing productivity.

4.6.8.7: Joint Effect of CIM Practices, Organizational Characteristics, Corporate Image on Brand Performance

The study objective was to examine the joint effect of Corporate Identity Management practices, Organizational Characteristics, Corporate Image and Brand Performance of Kenyan universities. The study results found that the joint effect of Corporate Identity Management Practices, Organizational Characteristics and Corporate Image on Brand Performance to be greater than that of the individual variables. The study further established that the predictors had varied effects on Brand Performance. Organizational Characteristics which had shown a positive and statistically significant relationship in hypothesis 2 turned out to be statistically insignificant in hypothesis 7 though positive. CIM Practices and Brand Performance relationship was also statistically insignificant when corporate image was added. CIM Practices and Corporate Image had a higher contribution to Brand Performance while Organizational Characteristics had a small contribution.

CHAPTER FIVE
SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1: Introduction

This chapter presents a summary, conclusion and recommendations of the study findings as guided by the research objectives. It also provides implications of the research findings in terms of theoretical, policy and managerial implications. Research limitations and areas of further studies are also identified.

5.2: Summary

The introductory chapter of the study provided a background to the study and formulated the research objectives and research problem. It also covered the value of the study as well as organization of the study. The second chapter literature review provided the theoretical and empirical grounding for the thesis through the discussion of the relationship between the study variables. The methodology section, chapter three outlined the philosophical orientation and research design of the study as well as the population of interest to be investigated. It also provided data collection and analysis techniques. The fourth chapter presented the outcome of data analysis and findings in line with the study objectives while chapter five presented summary, conclusion and recommendations.

The study established that approximately 80 % of universities have been in existence for less than 20 years and only 10 percent were over 30 years old implying that majority of them are relatively young. On the number of campuses, 38 percent of universities have less than 4 campuses and only 18 percent have more than 8 campuses. A relatively high number of universities about 30% have more than 1000 students in both self-sponsored and government sponsored categories further pointing to the increasing demand for university education.

On the financial position of the universities, data indicated that majority of the universities (87%) had debt greater than equity while about 82 % of the universities revealed that Cash flow is not enough to finance recurrent expenditure and 69 % indicated that they were not able to meet their current obligation.

The hypotheses tests were computed in line with the objectives. The first objective of the study was to assess the influence of Corporate Identity Management practices on brand performance of Kenyan universities. The study established a positive and significant relationship between corporate identity management practices and brand performance of Kenyan universities. The second objective was to examine the effect of organizational characteristics on brand performance.The study established the relationship between organizational characteristics and brand performance of Kenyan universities to be statistically significant. The standardized regression coefficient (β) value of the computed (composite index) scores of organizational characteristics was .376 with a t-test of 2.364 and significance level of p-value=.024. The third objective was to determine the effect of Corporate Identity Management practices on the corporate image of Kenyan universities. The study results found a statistically significant relationship between corporate identity management practices and corporate image.

The fouth study objective was to assess the influence of corporate image on brand performance. The results established a statistically significant relationship between corporate image and brand performance.The standardized regression coefficient (β) value of the computed (composite index) scores of corporate image was .674 with a t-test of 5.327 and significance level of p-value=.000. The fifth objective of the study was to assess the influence of corporate image on the relationship between Corporate Identity Management Practices and Brand Performance. The study results revealed the mediating effect of corporate image to be positive and statistically significant. The sixth objective was to determine the influence of Organizational Characteristics on the relationship between Corporate Identity Management Practices and Brand Performance.The study results found a statistically significant linear relationship an indication that Organizational Characteristics moderated CIM Practices and Brand performance relationship.Finally objective seven had sought to examine the joint effect of Corporate Identity Management practices, Organizational Characteristics, Corporate Image and on Brand Performance of Kenyan universities which was found to be greater than that of the individual variables.

The study established statistically significant correlations between the study variables ($p < 0.05$). A statistically significant relationship between Corporate Identity Management Practices and Brand Performance of Kenya Universities and Corporate Identity Management Practices and Corporate Image was established. Balmer and van Riel (1997) and Balmer and Wilson (1998) work on the influence of CIM practices and performance note that there are considerable benefits to be gained from corporate identity management including motivation of employees, improving customer loyalty and bringing investment into a company. Similarly, a statistically significant relationship was found between Corporate Image and Brand Performance while Corporate Image was found to have mediating influence on the relationship between Corporate Identity Management Practices and Brand Performance. The moderating influence of Organizational Characteristics was also established.

The joint effect of the Corporate Identity Management Practices, Organizational Characteristics and Corporate Image was found to be greater than the effects of individual variables on brand performance.CIM Practices were found to be the largest contributors to Brand Performance followed by Corporate Image with Organizational Characteristics having a small contribution.This implies that all the study variables contribute to performance of universities with CIM practices and corporate image having a higher contribution. All the hypotheses were supported hence there is a significant relationship between the study variables. CIM Practices had a significant influence on Brand Performance, but this influence was significantly mediated by Corporate Image and moderated by Organizational Characteristics.

5.4: Conclusion

In conclusion, the thrust of this research has been to show the relationship between Corporate Identity Management Practices and Brand Performance of Kenyan universities as moderated by Organizational Characterics and mediated by Corporate Image.The study concluded that CIM practices drive Brand Performance. The influence of each dimension to Brand Performance is comparable hence corporate identity mix can be conceptualised as a balanced construct. This logic follows that of de Chernatony (2006) who advocates a holistic approach to corporate identity mix. By investing in brand marketing activities that span all five corporate identity dimensions, universities should experience enhanced performance.

Organizational characteristics and brand performance relationship of Kenyan universities was found to be statistically significant. The relationship is based on the reasoning that organizational characteristics are likely to influence range of business activities of an organization, Research and Development initiatives as well as ability to adopt technological innovations.Organizational Characterictics aso moderated the relationship between Corporate Identity Management Practices and Brand Performance.

Corporate Identity Management practices have a statistically significant relationship with corporate image. This relationship is supported by previous studies. Balmer and Wilson (1998) posit that CIM contributes significantly to an organization favorable image and reputation. Corporate Image was found to significantly influence brand performance. Kim et al. (2011) observe that a favorable image can boost a firm's sales, attract investors and employees to an organization. Similarly, corporate image has a significant mediating effect on the relationship between Corporate Identity Management Practices and Brand Performance.This implies that an increase in the value of corporate image strengthens the relationship between Corporate Identity Management Practices and Brand Performance.

The joint effect of corporate identity management practices, organizational characteristics, and corporate image on brand performance was found to be greater than that of the individual variables. The results suggest that all the study variables contribute significantly to

Performance. However, CIM practices and Corporate Image reported a higher contribution to brand performance.

5.5: Implications of the Study Findings

The current study examined the relationship between Corporate Identity Management Practices and Brand Performance of Kenyan universities. The study also examined the mediating role of Corporate Image and the moderating influence of Organizational Characteristics. The study results present theoretical, policy and managerial implications.

5.5.1: Theoretical Implications

The results of the study provide support for the hypothesized direct relationship between CIM Practices and Brand Performance. CIM Practices have been found to influence Brand Performance through a favorable Corporate Image. The study adopted an integrated framework, linking Corporate Identity Management Practices, Organizational Characteristics and Corporate Image to Brand Performance within the university context hence contributing to existing literature. The findings of the current study imply that Corporate Image and Organizational Characteristics complement the impact of CIM initiatives. These findings contribute to the general body of knowledge on Corporate Identity.

The study also adds to existing literature by uncovering the mediating effect of Corporate Image and moderating influence of Organizational Characteristics on Brand Performance of Kenyan universities. A favorable Corporate Image has been shown to boost an organization's sales through increased customer satisfaction and loyalty and attract employees and investors Kim et al.(2011) while Organizational Characteristics such as physical and human capital, size, corporate ownership and sector are important for firms' CIM activities (Anderson & Loof, 2009).

The theoretical value of the study also lies in the provision of a multidisciplinary framework as proposed in the literature (Coleman 2004; Olutanyo & Melewer 2007) with adjustments made to suit the university contest. The Corporate Identity Management decision variables comprised Corporate Visual Identity Systems, Corporate Culture, Corporate Communications Corporate Brand Personality and Customer Relationship Management which are critical to universities performance. The study results add to the existing corporate identity management initiatives body of knowledge both theoretically and empirically.

5.5.2: Policy Implications

Kenyan universities are expected to play a vital role in the Country's attainment of Vision 2030. The higher education sector has been identified as one of the priority sectors under the economic pillar of Vision 2030 because of its expected contribution in providing globally competitive quality education, training and research for the development of the country. The results of the study are expected to inform policy formulation and implementation of CIM initiatives by the universities, universities development partners as well as the government which could enhance universities competitiveness in a global market. The globalization of university education should make it even more necessary for universities to rethink strategies for survival such as development of a more customer orientated service approach to education and an increased emphasis on corporate image.

The results of the study established that some of the factors that impact on universities Corporate Image include the general environment being conducive for learning, variety of courses being offered, ensuring courses are market oriented, buildings are modern and university has adequate qualified faculty members as well as enough equipment and facilities. This suggests the critical areas that should be given priority by the management of the universities for favorable corporate image. Corporate image is an asset which gives the organization a chance to differentiate itself enabling it to maximize sales, attract new customers, retain existing ones and neutralize the competitors' actions. Given the financial implications of executing strategies for enhanced corporate image, the study recommends that the government, university collaborators and partners of the universities should also offer support especially to the public universities whose resources could be more limited. It is also important for the Commission of University Education (CUE) as the regulatory body to ensure that universities in Kenya operate in a favorable learning environment necessary for satisfactory service provision.

The study also offers valuable input in the formulation of strategies for utilizing Corporate Identity as a strategic tool for universities. The CIM practices decision variables which included Corporate Visual Identity Systems, Corporate Culture, Corporate Communications Corporate Brand Personality and Customer Relationship Management were all found to be critical to universities performance hence requires adequate attention by the Kenyan universities management. A favorable corporate identity is an asset for an organization in terms of attracting customers and investors. This implies that it requires the attention of the management function. Organizational characteristics such as location were also found to be critical to university performance. Universities should be concerned about their location since its a strategic decision. Location influences university image and ease of accessibility by the stakeholders. Olins (1995) posits that a good physical location is essential for an organization's image.

From the current study, it is clear that CIM practices, organizational characteristics and corporate image have significant and positive effect on performance of Kenya universities. The policy-makers in Higher education sector may support the universities initiatives in formulating CIM strategies to enhance their corporate image and better their performance.

5.5.3: Managerial implications

The study established a strong positive correlation between corporate identity management practices and brand performance. Antecedent to brand performance is management of corporate identity, organizational characteristics and corporate image. The study results point to the need for university management to institute strategies to manage corporate identity owing to considerable benefits to be gained including motivation of employees, improving customer loyalty and bringing investment into the organization. It is therefore necessary for universities to formulate, manage and communicate their identity with the objective of realizing distinctiveness given the increasingly crowded higher education sector that universities are operating in today. The study advocates the adoption of corporate identity mix consisting of Corporate Visual Identity Systems, Corporate Culture, Corporate Communications Corporate Brand Personality and Customer Relationship Management since the results indicate that they are all critical to universities performance. The university management should specify corporate identity elements and manage them consistently to enable them establish the desired corporate image in the minds of their stakeholders.

Globalization of higher education sector imply that universities have to develop standards similar to consumer goods marketing in order to compete at an international level.The increase in the number of universities providing almost similar courses at more or less same price, means that students are likely to lean more on those universities that they perceive to satisfy their needs and wants better. The study results evidence that corporate image is a major contributor to universities performance hence strategies should be put in place to ensure favorable corporate image to influence students and staff perception and choice.

Some of the strategies identified by the study as critical to performance of the Kenyan universities include the general environment being conducive for learning, variety of courses being offered and ensuring that they are market oriented, buildings being modern as well as having adequate qualified faculty members, equipment and facilities. A positive corporate image communicates strong brand equity. This is likely to make prospective students more receptive to word of mouth communication about the university hence attracting them to become customers of the university. It is also likely to make students who have graduated to continue associating with the university through alumni association that may further serve to strengthen the university linkage to the industry. Bravo et al. (2009) and Sarstedt et al. (2012) observe that corporate image is an asset which gives an organization a chance to differentiate itself with the aim of maximizing market share, profits, attracting new customers as well as retaining existing ones.

The results demonstrate that brand performance also depend on organizational characteristics. This view is supported by Anderson and Loof (2009) who posit that

Organizational characteristics like location should be well thought out given that it is a strategic decision that influences image of the organization as well as its visibility and accessibility. University management should therefore be concerned about the physical location as they endeavor to expand through establishment of campuses at different parts of the country.

5.6: Limitations of the Study

The current study offers insights into the unique contribution of adopting an integrated framework linking corporate identity management practices, organizational characteristics and corporate image to brand performance within a university context. It also provided a clear understanding of the importance and critical role of CIM practices, organizational Characteristics and corporate image on brand performance of Kenyan universities. Nevertheless, a number of limitations can be single out.

First is the reliance on a single key informant per university who may have a skewed or inflated perspective of the study variables.This is likely to make the study results to be biased. The study adopted cross-sectional research design in establishing and making causal statements about the hypothesized relationships between the variables. Using quantitative research along with qualitative research such as focus group sessions and structured interviews could provide richer data and greatly support the research design and the findings. Another limitation is the scope of the study. The study focused on Kenyan universities only making generalization of study results difficult. It might be beneficial to obtain data from all other universities in Kenya even the ones operating on letter of interim authority. The questioning of the credibility of generalizing the research’s findings is consistent with Leone and Shultz (1980) who outline the elusive nature of marketing generalizations by noting the absence of universal generalizations in marketing. Future research could be conducted to overcome these limitations.

5.7: Suggestions for Further Research

This section explores opportunities for future research. The study's general objective was to assess the influence of corporate identity management practices, organizational characteristics and corporate image on brand performance of Kenyan universities. Future studies could focus on other moderating and mediating variables other than organizational characteristics and corporate image. For instance, studies could control other mediating variables like organizational structure (Burns and Stalker, 1961) and resources (Barney, 1991).A study could also be conducted focusing on other sectors other than the higher education sector. This could help results collaboration.

In terms of corporate identity dimensions, studies can be conducted to assess which dimensions of Corporate Identity has the most significant impact on performance and then allocates resources accordingly. Given that this study was conducted in Kenya, the findings might not be appropriate in other contexts hence further research could be carried out in other contexts to assess consistency of the study results. Studies could also be focused at students being the universities customers. The study was limited to Kenyan universities. A replication can be undertaken with all universities being included in the study. This is because replication of empirical research plays an important role in developing robust and generalizable brand marketing explanations. This approach is consistent with Leone and Schultz (1980) who contends that replication is the key to generalization to ensure corroboration of research results.

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APPENDICES

Appendix 1: Introductory letter

To Whom It May Concern

Dear Sir/Madam

I am a Doctor of Philosophy (PhD) candidate at the University of Nairobi in the School of Business Department of Business Administration. As part of the requirement for the award of the degree, I am expected to undertake a research study. I am asking for your participation in a study that examines the influence of Corporate Identity Management Practices, Organizational Characteristics and Corporate Image on Brand Performance of Kenyan universities.

The attached questionnaire will take approximately twenty minutes to complete. Kindly answer all the questions as completely as possible. The research results will be used for academic purposes only and will be treated with utmost confidentiality. Only summary results will be made public.

Your co-operation will be appreciated.

Yours Sincerely

Tabitha Waithaka

E-mail: tabyywaithaka@yahoo.com

Appendix 11: Questionnaire

Kindly respond to each item in the questionnaire by ticking appropriately. The information provided will be used for academic purpose only and will be treated with utmost confidentiality.

SECTION A: RESPONDENT AND ORGANIZATION CHARACTERISTICS

Please provide the information sought below by ticking appropriately.

1. Name of University ____
2. Indicate the position you hold in the organization____________________
3. How many years has the University been in operation in Kenya?
4. How many campuses does the university have?

5. Please indicate the number of University staff (both full & part-time) in the categories provided.

Cadre	**Ph.D**	**Number of staff**	**Masters**	**Number of staff**	**Others Specify**	**Total staff**
Academic Staff	Gender		Gender		Gender	
	Male		Male		Male	
	Female		Female		Female	
	Sub Total		Sub Total		Sub Total	
Non Academic Staff	Gender		Gender		Gender	
	Male		Male		Male	
	Female		Female		Female	
	Sub Total		Sub Total		Sub Total	
	Grand Total					

6.Please indicate, by ticking appropriately the number of students in the specified categories.

Category	**1 – 500**	**501- 1000**	**1001-2000**	**2001 - 3000**	**3001 and above**	**Total**
Self-Sponsored						
Government Sponsored						
Others (Specify)e.g Foreign students or staff sponsored by the university						

7. Please indicate with a tick the extent to which you agree with the following statements

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. Image and reputation of university influences its Corporate identity					
b.The size and age of university influences its operations					
c.Location of the university is strategic and convenient for provision of degree courses					
d.Location of the University gives it better visibility					
e.The location of the University enables better service delivery to customers					
f.Ownership of the institution influences its CIM initiatives and performance					

g.Ownership of the institution influences its vision and mission					
h..The university has international affiliation					
i.History of the university influences range of courses offered					
j.History of University influences number of students enrolment					
k.Other (specify)					
l.Other (specify)					

SECTION B: CORPORATE IDENTITY MANAGEMENT PRACTICES (CIM) ADOPTED BY THE UNIVERSITY

Please indicate, with a tick, the extent to which you agree with the following statements concerning your university's CIM practices

8(a) Corporate Visual Identity

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. The University's name and logo is a driver of brand awareness and choice.					
b. Logos favorably influence brand selection and institutional evaluation					
c. The university Promotes visual identity as a way of engendering a sense of company pride					
d. The university standardizes visual identity to positively impact on sales, consumer goodwill and awareness					
e. The university ensures design, décor and employee presentation favorably enhances its image and performance					
F. Other (specify)					
g. Other (specify)					

8(b). Corporate Culture

Statement	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. The university creates a strong culture, with consistent values that promotes employee motivation and commitment.					
b. Encourages consensus on organizational values as a prerequisite of superior organizational effectiveness					
c. Nurtures a culture of high involvement, consistency, and adaptable mission and vision to foster university effectiveness.					
d. Regularly reviews cultural values in the context of the external environment to enable the university outperform competitors financially					
e. Fosters an innovative culture, characterized by flexibility, dynamism and an external orientation, to exert a positive effect on organizational performance					
f. Ensures an adaptable culture that drives human resource morale and retention, market turnover and net profit.					
g. Enhances an innovative culture, employee flexibility, adaptability and spontaneity, to positively influence brand performance.					
F. Other (specify)					

8(c).Corporate Communication

Statement	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. The university promotes brand awareness to its various publics					
b. Ensures employees know the University’s objectives and are excited about them					
c. The corporate communications delivers a common brand message					
d. Significantly enhances staff commitment to company objectives					
e. Enhances knowledge of objectives and level of staff commitment					
f. Communicates expectation to take responsibility for the results to employees					
g. Ensures regular communication that increases employees level of satisfaction					
h Other (specify)					
i Other (specify)					

8 (d). Corporate Brand Personality

Statement	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a.The university brand Personality engenders a greater willingness to pay premium prices					
b. The university brand Personality fosters greater brand loyalty					
c. It failitates relationship building and purchase likelihood					
d. Leads to favorable brand					

attitudes, purchase intentions and actual purchase					
e. Lends credence to services that can only be evaluated after the purchase					
f. Plays a differentiating role					
g. Creates brand awareness and favorable brand attitudes					
h. Other (specify)					
i. Other (specify)					

8(e). Customer Relationship Management

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. The university builds and maintains customer relationships					
b. Ensures employees performance is measured and rewarded based on meeting students' needs					
c. Organizational structure is designed around the clients' needs					
d. The university fully understands the needs of the clients					
e. Ensures that individual customer needs are better addressed					
f. Our university maintains a comprehensive client database					
g. The university provides channels that enables ongoing two way communications between our clients and us					
h. Other (specify)					
i. Other (specify)					

SECTION C: CORPORATE IMAGE

Please indicate with a tick the extent to which you agree with the following statements concerning the strategies that the university pursues to manage is corporate image

9(a). Functional Variables

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. Buildings are modern and attractive					
b Has adequate equipment and facilities					
c. Offers variety of courses					
d. Courses are market oriented					
e. Faculty members are qualified and experienced					
f. Has enough faculty members					
g. The general environment is conducive for learning					
h. Other (specify)					
i. Other (specify)					

9(b). Emotional Variables

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. Regular communication makes both the staff and students feel appreciated					
b. The university CVI provides it with visibility and makes it easy to be recognized					
c. The university culture motivates staff and contributes to their loyalty and retention					
d. Our corporate image is enhanced by excellent customer relationship					
e. Current and potential customers generally consider the university as being a good place to be					

f. University's brand personality of Sincerity, competence, and sophistication enhances its corporate image					
g. Customers' overall perceptions of total experience in the university is rather good					
h. Other (specify)					
i. Other (specify)					

SECTION D: BRAND PERFORMANCE: NON-FINANCIAL AND FINANCIAL MEASURES
Please indicate with a tick the extent to which you agree with the following statements on customer measure

10(i). Brand loyalty

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. Our customers always come back for more services					
b. Our customers commend us for exemplary service delivery					
c. Our customers are proud to be associated with us					
d.our customers are loyal and committed					
e. Our customers are always willing to take up advanced courses in our institution					
f. Our customers have positive word of mouth for the university					
g Other (specify)					
h Other (specify)					

Please indicate with a tick the extent to which you agree with the following statements concerning brand awareness

10 (ii). Brand Awareness

Statement	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. Our corporate symbols (logo / slogan, colours, visual style, signage) are understood by everyone in the organization					
b. Our brand is consistently presented through our facilities, equipment, personnel and communications material					
c. Our brand personality has unique associations					
d. Our clients understand our organization					
e. Our clients are familiar with the range of services we provide					
Everyone in the organization understands our culture					
g. Other (specify)					
h Other (specify)					

Please indicate with a tick the extent to which you agree with the following statements

10 (b). Employee Measure

Statement	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. Rate of employee turn-over is very low in our organization					
b. Employees are proud of the institution					
c. Employees are loyal to the institution					
d. Our employees do not leave					

us for competitors					
e. Employees are always willing to do additional tasks					
f. Employees speak favorably about the university					
g. Other (specify)					
h Other (specify)					

10 (c). Please indicate with a tick the extent to which you agree with the following statements regarding how effective the University is in working towards its mission and vision

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. The mission and vision of the university is known by all the staff members					
b. The vision and mission was agreed by the staff					
c. The mission is operational ized through program goals, objectives, and activities					
d. A system is in place to assess effectiveness					
e. The University monitors organizational effectiveness					
f. Uses feedback to improve itself					
g. Other (specify)					
h. Other (specify)					

10 (d).Please indicate with a tick the extent to which you agree with the following statements regarding efficiency of the University in the use of its human, financial, and physical resources

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. Staff members are used by the University to the best of their abilities.					
b. Maximum use is made of physical facilities (buildings, equipment, etc.)					

c. Optimal use is made of financial resources					
d. High quality administrative systems are in place e.g financial, human resources. program strategy etc to support efficiency of the organization					
f. Benchmark comparisons are made of the progress achieved in the University					
g. Other (specify)					
h.Other (specify)					

10 (e).Please indicate with a tick the extent to which you agree with the following statements regarding how the University has remained relevant

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. By Regular program revisions to reflect changing environment and capacities.					
b. Periodically reviewing the mission					
c. Regularly conducting stakeholders needs assessment					
d. Regularly reviewing the environment to adapt the strategy					
e. By regularly monitoring reputation					
f. By creating and adapting to new technologies					
h. By encouraging innovation					
i. Other (specify)					
j. Other (specify)					

10 (f). Please indicate with a tick the extent to which you agree with the following statements regarding the university research and publications and Corporate Social Responsibility activities

Description	Not at all	To a small extent	To a moderate extent	To a large extent	To a very large extent
a. The university staff regularly publishes.					
b. The number of research publications has consistently gone up					
c. The university is rated highly as a result of its research output					
d. The lecturers are motivated to regularly publish					
e. The University regularly organizes conference for research work dissemination					
f. Regularly participates in cleanup activities					
g. Donates towards worthy causes whenever a need arises					
h. Supports education funding for disadvantaged bright students					
i. Other (specify)					
j. Other (specify)					

11. Please indicate with a tick the extent to which you agree with the following statements regarding the University financial sustainability

Statement	**Not at all**	**To a small extent**	**To a moderate extent**	**To a large extent**	**To a very large extent**
a. Consistently has more revenues than expenses					
b. Has improved liquidity position					
c. Monitors finances on regular basis					
d. Keeps a reasonable surplus of money to use during difficult times					
e. Does not depend on single source of funding					

f. Consistently obtains new funding sources					
g. Existing sources of fund offer sustainable support					
h. Other (specify)					
l. Other (specify)					

12. Please indicate the number of academic staff (both full & part-time) in the categories provided.

Cadre	Professors	**Doctors**	**Masters**	**Others Specify**
No.				

13. Please indicate, by ticking appropriately the number of students in the specified categories

Category	**Up to 500**	**501 – 1000**	**1001 – 2000**	**2001 – 3000**	**Over 3000**
Undergraduate					
Masters					
Doctoral					

14. Please indicate the number of programs offered by the university in the specified categories

Category	**No.**
Undergraduate	
Masters	
Doctoral	

15. Please indicate by ticking yes or no regarding the university's financial position

a. Debt is greater than equity	**Yes**	**No**
b. Cash flow is enough to finance recurrent expenditure like paying part-time lectures		
c. Current assets are greater than liabilities		
d. The university is able to meet its current obligations		

THANK YOU FOR YOUR TIME AND COOPERATION

Appendix 111: Kenyan Universities

Public Universities

1. University of Nairobi
2. Moi University
3. Kenyatta University
4. Egerton University
5. Jomo Kenyatta University of Agriculture and Technology
6. Maseno University
7. MasindeMuliro University of Science and Technology
8. DedanKimathi University of Technology
9. Chuka University
10. Technical University of Kenya
11. Technical University of Mombasa
12. Pwani University
13. Kisii University
14. University of Eldoret
15. Maasai Mara University
16. JaramogiOgingaOdinga University of Science and Technology
17. Laikipia University
18. South Eastern Kenya University
19. Meru University of Science and Technology
20. Multimedia University of Kenya
21. Karatina University
22. University of Kabianga

Constituent public university colleges

23. Murang'a University College
24. Machakos University College
25. The Kenya Cooperative University College
26. Embu University College
27. Kirinyaga University College
28. Rongo University College
29. Kibabii Universtity College
30. Carissa University College
31. TaitaTaveta University College

Private Universities

1. University of Eastern Africa, Baraton
2. Catholic University of Eastern Africa (CUEA)
3. Scott Theological College
4. Daystar University

5. United States International University
6. Africa Nazarene University
7. Kenya Methodist University
8. St. Paul’s University
9. Pan Africa Christian University - 2008
10. Strathmore University - 2008
11. Kabarak University - 2008
12. Mount Kenya University - 2011
13. Africa International University - 2011
14. Kenya Highlands Evangelical University - 2011
15. Great Lakes University of Kisumu (GLUK) - 2012
16. KCA University, 2013
17. Adventist University of Africa, 2013

Constituent private university colleges

18. Hekima University College
19. Tangaza University College
20. Marist International University College
21. Regina Pacis University College
22. Uzima University College

Source: CUE, 2014

Appendix IV: Mediation Steps 1 and 2

(a)The Goodness of Fit Test

step	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.674	.455	.439	.04395

(b) The Overall Significance

Step		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.055	1	.055	28.372	.000
	Residual	.066	34	.002		
	Total	.120	35			

(c) The Composite Score Test

Step		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.353	.069		5.147	.000
	CIM Practices	.512	.096	.674	5.327	.000

Predictors: (Constant), CIM Practices

Dependent Variable: Brand Performance

Source: Primary Data

(a)The Goodness of Fit Test

step	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.515	.266	.245	.07282

(b) The Overall Significance

step		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	.067	1	.067	12.662	.001
	Residual	.186	35	.005		
	Total	.253	36			

(c) The Composite Score Test

step		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.407	.121		3.374	.002
	CIM Practices	.593	.167	.515	3.558	.001

Predictors: (Constant), CIM Practices

Dependent Variable: Corporate Image

Source: Primary Data

Appendix V: Factor Analysis

Appendix $V_{I:}$ Corporate Identity Management Practices

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.387
Bartlett's Test of Sphericity	Approx. Chi-Square	1096.453
	df	528
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	10.057	30.475	30.475	10.057	30.475	30.475	4.672	14.157	14.157
2	3.926	11.898	42.373	3.926	11.898	42.373	3.995	12.105	26.263
3	3.023	9.160	51.534	3.023	9.160	51.534	3.524	10.680	36.943
4	2.536	7.685	59.219	2.536	7.685	59.219	3.441	10.428	47.371
5	2.199	6.663	65.881	2.199	6.663	65.881	3.279	9.935	57.306
6	2.025	6.135	72.017	2.025	6.135	72.017	3.207	9.717	67.023
7	1.296	3.927	75.943	1.296	3.927	75.943	2.394	7.255	74.278
8	1.122	3.401	79.345	1.122	3.401	79.345	1.672	5.067	79.345
9	.918	2.782	82.127						
10	.828	2.508	84.635						
11	.739	2.241	86.875						
12	.657	1.990	88.865						
13	.507	1.536	90.401						
14	.445	1.348	91.749						
15	.393	1.190	92.939						
16	.373	1.132	94.071						
17	.344	1.042	95.113						
18	.275	.832	95.945						
19	.218	.660	96.605						
20	.183	.554	97.159						
21	.171	.519	97.678						

22	.156	.473	98.151						
23	.142	.431	98.582						
24	.112	.340	98.922						
25	.084	.255	99.177						
26	.074	.226	99.403						
27	.063	.191	99.594						
28	.056	.171	99.765						
29	.033	.099	99.864						
30	.019	.058	99.922						
31	.016	.048	99.970						
32	.008	.024	99.995						
33	.002	.005	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix[a]

	Component							
	1	2	3	4	5	6	7	8
The university's name and logo is a driver of brand awareness and choice		.650						.510
Logos favorably influence brand selection and institutional evaluation		.659			.406			
University promotes visual identity as a way of engineering a sense of company pride		.669						
University standardizes visual identity to positively impact on sales consumer goodwill and awareness		.652						
University ensures design decor and employee presentation favorably enhances its image and performance								.575
The university creates strong culture with consistent values that promote employee motivation and commitment						.930		
Encourages consensus on organizational values as a prerequisite of superior organizational effectiveness						.836		
Nurtures a culture of high involvement consistency and adaptable mission and vision to foster university effectiveness						.744		
Regularly reviews cultural values in the context of external environment to enable the university outperform competitors financially							.766	

Fosters an innovative culture characterized by flexibility dynamism and an external orientation to exert a positive effect on organizational performance							.699	
Ensures an adaptable culture that drives human resource morale and retention market turnover and net profit				.546			.572	
Enhances an innovative culture employee flexibility adaptability and spontaneity to positively influence brand performance						.423	.452	
University promotes brand awareness to its various publics		.795						
Ensures employees know the university's objectives and are excited about them		.579		.438	.442			
Corporate communications delivers a common brand message		.688						
Significantly enhances staff commitment to company objectives				.678				.531
Enhances knowledge of objectives and level of staff commitment				.769				
Communicates expectation to take responsibility for the results to the employees				.756				
Ensures regular communication that increases employees level of satisfaction				.809				
University brand personality engenders a greater willingness to pay premium prices	.810							
University brand personality fosters greater brand loyalty	.768							
Facilitates relationship building and purchase likelihood	.778							
Leads to favorable brand attitudes purchase intentions and actual purchase	.717				.459			
Lends credence to services that can only be evaluated after the purchase	.814							
Plays a differentiating role	.583							.547
Creates brand awareness and favorable brand attitudes	.735		.472					
University builds and maintains customer relationships					.743			
Ensures employees performance is measured and rewarded based on meeting students' needs					.819			
Organizational culture is structured around the clients' needs					.801			

University fully understands the needs of the clients			.814					
Ensures that individual customer needs are better addressed			.829					
Our university maintains a comprehensive client database			.771					
The university provides channels that enable ongoing two way communications between our clients and us			.827					
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.								
a. Rotation converged in 8 iterations.								

Appendix $V_{2:}$ Organizational Characteristics

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.638
Bartlett's Test of Sphericity	Approx. Chi-Square	210.642
	Df	45
	Sig.	.000

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	4.923	49.230	49.230	4.923	49.230	49.230	2.580	25.797	25.797
2	1.383	13.834	63.064	1.383	13.834	63.064	2.458	24.576	50.372
3	1.157	11.572	74.635	1.157	11.572	74.635	2.426	24.263	74.635
4	.655	6.549	81.184						
5	.581	5.815	86.999						
6	.434	4.342	91.341						
7	.322	3.221	94.563						
8	.279	2.790	97.353						
9	.192	1.920	99.272						
10	.073	.728	100.000						

Extraction Method: Principal Component Analysis.

Rotated Component Matrix

Component	1	2	3
Image and reputation of university influences its corporate identity			.888
Size and age influences operations		.452	.685
Location is strategic and convenient for provision of degree courses		.647	.538
Location of the university gives it better visibility		.813	
Location of the university enables better service delivery to customers		.805	
Ownership of the institution influences its CIM initiatives and performance	.600	.617	
Ownership of the institution influences its vision and mission	.449		.754
The university has international affiliation	.876		
History of the university influences range of courses offered	.657		.433
History of university influences number of students enrolment	.835		
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.			
a. Rotation converged in 7 iterations.			

Appendix $V_{3:}$ Corporate Image

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.642
Bartlett's Test of Sphericity	Approx. Chi-Square	278.420
	df	91
	Sig.	.000

Total Variance Explained

Component	Initial Eigen values			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	5.443	38.881	38.881	5.443	38.881	38.881	3.224	23.031	23.031
2	2.221	15.864	54.745	2.221	15.864	54.745	2.750	19.645	42.677
3	1.355	9.680	64.425	1.355	9.680	64.425	2.567	18.336	61.012
4	1.005	7.176	71.601	1.005	7.176	71.601	1.482	10.588	71.601
5	.846	6.040	77.641						
6	.583	4.167	81.808						
7	.563	4.020	85.828						
8	.517	3.696	89.524						
9	.425	3.033	92.557						
10	.369	2.636	95.193						
11	.268	1.917	97.110						
12	.241	1.721	98.831						
13	.107	.766	99.597						
14	.056	.403	100.000						

Rotated Component Matrix[a]

Component	1	2	3	4
Buildings are modern and attractive		.872		
Has adequate equipment and facilities		.817	.405	

Offers variety of courses	.741			
Courses are market oriented	.657			
Faculty members are qualified and experienced	.874			
Has enough faculty members	.514	.620		
The general environment is conducive for learning	.686			
Regular communication makes both the staff and students feel appreciated				.880
The university CVI provides it with visibility and makes it easy to be recognized			.853	
The university culture motivates staff and contributes to their loyalty and retention		.498		.504
Our corporate image is enhanced by excellent customer relationship			.624	.412
Current and potential customer generally consider the university as being a good place to be			.815	
University's brand personality of sincerity competence and sophistication enhances its corporate image	.429	.494		
Customers' overall perceptions of total experience in the university is rather good	.649		.458	
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.				
a. Rotation converged in 6 iterations.				

Appendix $V_{4:}$ Brand Performance

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.853
Bartlett's Test of Sphericity	Approx. Chi-Square	336.862
	df	66
	Sig.	.000

Rotated Component Matrix[a]

	Component				
	1	2	3	4	5
Rate of employee turn-over is very low in our organization			.840		
Employees are proud of the institution			.555		
Employees are loyal to the institution	.450		.486		
Our employees do not leave us for competitors					.859
Employees are always willing do additional tasks	.539				
Employees speak favorably about the university	.418				.411
The mission and vision of the university is known by all staff members		.706			
The vision and mission was agreed by the staff		.565	-.502		
The mission is operationalized through program goals objectives and activities		.801			
A system is in place to assess effectiveness		.784			
The university monitors organizational effectiveness		.757			

Uses feedback to improve itself				.746	
Staff members are used by the university to the best of their abilities	.745			.463	
Maximum use is made of physical facilities	.853				
Optimal use is made of financial resources				.463	
High quality administrative systems are in place	.407			.734	
Benchmark comparisons are made of the progress achieved in the university	.896				
Extraction Method: Principal Component Analysis. Rotation Method: Varimax with Kaiser Normalization.					

a. Rotation converged in 12 iterations.

KMO and Bartlett's Test

Kaiser-Meyer-Olkin Measure of Sampling Adequacy.		.695
Bartlett's Test of Sphericity	Approx. Chi-Square	512.963
	df	231
	Sig.	.000

Total Variance Explained

Component	Initial Eigenvalues			Extraction Sums of Squared Loadings			Rotation Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	7.421	33.730	33.730	7.421	33.730	33.730	4.122	18.736	18.736
2	3.469	15.769	49.499	3.469	15.769	49.499	3.396	15.434	34.170
3	2.287	10.397	59.896	2.287	10.397	59.896	3.364	15.292	49.462
4	1.804	8.201	68.096	1.804	8.201	68.096	2.684	12.199	61.661
5	1.056	4.798	72.894	1.056	4.798	72.894	2.471	11.233	72.894
6	.843	3.831	76.726						

7	.788	3.581	80.307						
8	.669	3.041	83.348						
9	.647	2.942	86.290						
10	.507	2.305	88.595						
11	.480	2.182	90.777						
12	.426	1.935	92.712						
13	.329	1.496	94.208						
14	.296	1.345	95.553						
15	.261	1.185	96.738						
16	.195	.884	97.622						
17	.143	.651	98.273						
18	.113	.512	98.785						
19	.087	.396	99.181						
20	.066	.299	99.480						
21	.058	.265	99.745						
22	.056	.255	100.000						