

**CORPORATE BRAND AND IMAGE BUILDING BY THE KENYA
ELECTRICITY TRANSMISSION COMPANY IN THE ENERGY
SECTOR IN KENYA**

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DECLARATION

This research project is my original work and has never been presented for any academic award in any other university or learning institution.

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ABBREVIATIONS AND ACRONYMS

HVDC:	High voltage direct current
KETRACO:	Kenya Electricity Transmission Company
KPLC:	Kenya Power and Lighting Company
NELSAP:	Nile Equatorial Lakes Countries Grids Interconnection Project
RTPMPC:	Trade Practices, Monopolies and Price Control
SAPP:	Southern Africa Power Pool
SHRM:	Strategic Human Resource Management

ABSTRACT

The study sought to establish the corporate brand and image building practices adopted by Kenya Electricity Transmission Company(KETRACO) in the energy sector in Kenya. The study was guided by brand relationship theory as the principal theory. The research was a case study. An interview guide was used for data collection purposes. The study used primary data since the nature of the data to be collected was qualitative in nature. The content analysis technique was applied in the analysis of the data. The study concluded that Kenya Electricity Transmission Company has adopted corporate rebranding, innovations and diversification and that these strategies are intended to enhance quality of service, increase efficiency, convenience and to improve customer satisfaction. The study suggested that future research on the corporate brand and image building be adopted by the public sector to improve performance. The study also recommended that KETRACO should venture into other areas and to diversify its product offering so as to spread its avenues for getting bigger market.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

As corporate brand and image building in an industry escalates, it becomes increasingly important for firms to make fast reactions to the changing aggressive scene. It is in this manner that organizations perceive the vital ramifications of contending in the changing ecological setting. Thompson (1997) explains that strategic response is the adjustment as changes that happen after some time to the methodologies and goals of an organization. It is additionally a hierarchical conduct incited by a circumstance or an occasion. Strategy is the managed example of asset designation by which organizations adjust themselves viably to their outside surroundings (Luo, 2007). Contention happens in light of the fact that at least one contenders either feels the weight or sees a chance to enter an industry or to enhance its position inside an industry. Vital reactions to accomplish a solid match with aggressive difficulties shifts because of contrasts in market circumstances and firms abilities and encounters (Luo, 2007).

A firm's top management has to comprehend the intricacy of focused advancements and the difficulties of how best to react to these improvements. Rivalry has assumed a noteworthy part in advancing financial proficiency among organizations in any given industry. Rivalry is the fundamental main thrust driving advertisers to hunt down zones of upper hand that will prompt to more noteworthy money related achievement. He declares that new contenders are pulled in to regions of chance (Cartwright, 2002). After some time, costs can be balanced downwards through rivalry or potentially creation efficiencies. New purchasers participate in purchasing the favored offerings. He further clarifies that, with each couple of exemptions, all associations confront a level of rivalry.

Watchman (1998) contended that the power of rivalry in an industry is neither a matter of occurrence nor misfortune, yet rather, its hidden monetary structure, and this goes past the conduct of the present contenders.

As Gulosino and Lubienski (2011) explain, a reaction procedure has turned into an imperative instrument for managing the difficulties emerging from the natural changes coming from the business environment. In the business world, a response strategy represents an authoritative capacity of making due reaction to the variety of the outside environment components. The arrangement of an association's vital introduction to its surroundings is of fundamental significance for business achievement. Theories of strategic response demonstrate that strategies create a competitive edge for a firm. While this strategic response might be necessary for optimal strategic use, they are not sufficient conditions. Elliott, Huffman and Makar (2003) argue that, given these strategies, a firm's ultimate decision to use a strategy also depends on the level of its competitors who are also operating in the same business environment. The strategic choice perspective proposes that a firm needs unique vital reactions to adjust to various modern rivalries (Khanna & Tice, 2000).

1.1.1 Branding

Brand building is the art of creating awareness in the market by examining different brands. Keller (1998) definition on a brand as a name, sign, symbol or design, or a combination of them to differentiate the products or services from the competitors in the market. He further states that building a brand gives consumers a direct touch on the products and services on experiences, and their interactions with the brand. Kapferer

(1997) the definition of a brand focuses on the customers' perception as a brand is a living memory in the customers' interactions with the brand.

Both definitions above explain the benefits of differentiation. Through branding a product or service are differentiated from that of the competitor as long as a brand does not change its meaning to the customer and the organization (Keller, 1998). Value-addition for customers and brand equity also referred to, is defined by Riezebos (2003) being "the contribution of the brand name and its related connotations to the consumer's valuation of the branded article as a whole". Morrison (2001) points out that value-addition is a cumbersome task to create since a brand is much more than just a name or logo. Moreover, the importance of a brand is determined by the consumers' perception. Michell et al. (2001) state brands create a bigger picture of a "mental patent". Therefore, even though brands are controlled by the customers' perception brands are assets to an organization (Morrison, 2001).

Therefore brand management has to be maintained to avoid being overtaken by the customers' perceptions. Maintaining and managing a brand is therefore brand management (Morrison, 2001). Brand creation and successful brand management starts with a marketing strategy and market creation. Successful market strategy is distinctive, relates to customers' behavior.

1.1.2 Corporate Branding

A successful corporate brand strategy will reflect on the organization's credibility and integrity as the reputation of the company is more critical to customers' trust. Corporate brands should exhibit a powerful bargaining tool, both with consumers and retailers given

a better market acceptance, quality assurance, increased profit margins and benefits of manufacturer's marketing efforts. A successful corporate brand strategy will establish customer loyalty, trust, confidence and stronger customer relationship and also market segmentation, enabling organizations to create a distinct image or market niche and establish product differentiation (Sinclair & Seward, 1988). Corporate branding strategy constitute a brand's core values, and focuses both on similarity and difference as compared to competing brands in the market industry. The different brands are what directs the customer's behavior, and the similar products break-even with those of the competitors and eliminates their intended points of difference (Webster JR & Keller, 2004).

Corporate branding strategy is not new in the market industry, therefore it has gained attention in recent years due to feedbacks from the services the customers interact with. The decrease in economies of scale and differentiation of products can be found from customer feedbacks (Nelson, 1998).

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. According to Erickson et al. (1984) image refers to the subjective knowledge, perceptions and attitudes toward a product and/or organization.

There is no universal agreement among researchers and practitioners about what exactly constitutes corporate image. 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.

1.1.4 Kenya Electricity Transmission Company Limited

In Sessional Paper No. 4 of 2004 on Energy, the Government showed the need to completely un-package the transmission and circulation elements of Kenya Power and Lighting Company (KPLC), yet on further survey, it was chosen that a different organization entirely possessed by the administration and subsidized by the exchequer be made to develop future extra transmission lines.

Unbundling KPLC would have been testing inferable from its status as a freely cited organization. The Government along these lines enrolled The Kenya Electricity Transmission Company Limited in November 2008. The new organization's center capacities were: to arrange, plan and develop, claim, work and keep up high-voltage power transmission lines and fiber optic links. KPLC held and keep on operating all beforehand existing transmission frameworks. KETRACO is 100% Government claimed and being a state partnership, it is managed under the State Corporations Act, Cap 446. The Company was built up to grow new high voltage power transmission foundation that will shape the foundation of the National Transmission Grid, in accordance with Kenya Vision 2030. Its center business is to arrange, plan, manufacture and keep up power transmission lines and related substations. The voltage rating of the transmission lines incorporate 132kV, 220kV, 400kV and 500kV (High voltage coordinate current - HVDC). Making of the Kenya Electricity Transmission Company Limited was required

by the craving of the Government to change control transmission into open get to framework to permit huge power clients to buy control from generators.

With future interconnections of Kenya's power network with Ethiopia, Tanzania and other Southern Africa Power Pool (SAPP) nations, and fortifying of the interconnection with Uganda through the Nile Equatorial Lakes Countries Electric Grids Interconnection Project (NELSAP), the Government sees open access as having the capacity to improve market and supply alternatives for both power era and huge shoppers. The production of the organization likewise intended to shield power customers from higher taxes in future emerging from development of this costly power transmission framework. Ventures attempted will be completely financed by the Government and no capital related costs will be passed on to the buyer. Accordingly, the transmission organization will add to change of force quality, supply and reasonableness

1.2 Research Problem

To respond to changes in the external environment, organizations in most enterprises need to formulate procedures that are receptive to ecological controls (Porter, 1996). Nevertheless, the variables and strengths in an association's large scale environment having the greatest technique forming sway regularly relate to the association's quick industry and aggressive environment, activities of adversary firms, purchaser conduct and providers' contemplations (Porter, 2008). Organizations respond differently to environmental changes with a view to countering competition and meet its goals amongst others. Elliott, Huffman and Makar (2003) argue that, given these strategies, a firm's ultimate decision to use a strategy also depends on the level of its competitors who are also operating in the same business environment. The key decision viewpoint proposes that a

firm needs unique key reactions to adjust to various modern rivalries (Khanna & Tice, 2000).

The high cost of vitality is one of the greatest bottlenecks to financial movement in the nation (KIPPRA, 2005). Kenya keeps on missing out on outside direct speculations halfway due to this issue, with impressive punishments on financial improvement. Accessible information demonstrates that the cost of power in Kenya is four times that of South Africa, the nation's fundamental rival in the district, and more than three times that of China. This represents a novel test to arrangement creators, the private segment, and to the individuals who use our vitality assets the most. Power in Kenya is produced from hydro, warm, geothermal and wind. In spite of the fact that hydro remains the principle wellspring of creation as far as introduced limits, the way that it is very temperamental pushed the legislature to support wind, warm and geothermal era in its present arrangements for the area. The circulation and transmission system is made of 49,828km of electric lines and extra 3,574km ought to be executed by 2017. Dispersion and transmission misfortunes remain a vital issue as the rate of misfortune skirted on 17% in 2012. The primary preventions to the change of the nature of the system are the gigantic brought about speculations, which require the cooperation of benefactors or of private financial specialists. Growing the medium voltage system to abbreviate low voltage lines would likewise be important.

Lee and Grewal (2004) studied strategic responses to new technologies and their impact on firm enactment, Sirmonet al (2008) studied the responsibility of a family on their influence in a companys' strategic responses while Şener (2012) studied strategic responses of top managers to environmental uncertainty. Elung'ata (2014) investigated

the reaction systems received by cell phone organizations in Kenya to changes in the media transmission industry, Njaramba (2011) examined key reactions embraced via Airtel Kenya to rivalry, Ramadan (2010) contemplated the impact of authoritative culture on reasonable upper hand of little and medium estimated foundations and Ramona (2008) explored the key reactions to rivalry by Barclays Bank of Kenya. All these studies have focused on firms in the private sector and how they responded to the environmental changes like competition, technology, counterfeiting and climatic change among others and therefore there is a pertinent research gap with regards to the corporate brand and image building adopted by Kenya Electricity Transmission Company in the energy sector in Kenya. It is against this background that the study aimed to answer the question on: what are the corporate brand and image building adopted by the Kenya Electricity Transmission Company in the energy sector in Kenya?

1.3 Research Objective

To find out the corporate brand and image building adopted by the Kenya Electricity Transmission Company in the energy sector in Kenya

1.4 Value of the Study

The study findings will be of benefit to firms, private and public, that are in the energy sector. The study will help the management in these companies have a deeper understanding of the different corporate brand and image building that they can adopt in the market. This will in effect enable them implement better ways of dealing with competition that can drive out their organizations from the market.

The results of the study will help the government and regulatory bodies especially the Energy Regulatory Commission and other stakeholders in coming up with policies that help companies in the energy sector on benefits of brand and image building from within and outside the country.

The study findings will also be valuable to future researchers and academicians as it will extent the existing knowledge besides acting as a source of reference. In addition, the study would suggest areas for further research that future scholars and academicians can further knowledge on.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter will review theories underpinning this study as well as discuss the corporate brand and image building firms adopt to deal with competition in the market. The principal theory is the branding relationship theory. Lastly, the chapter will review present relevant empirical studies.

2.2 Brand relationships Theory

This theory was advanced by Gummesson (2002), who pointed that there exists relationships among human beings. Consequently, customers define the brand relationship from their own perspectives and the brand relationship and relational value are very much personalized in the minds of customers as they are the end user of the product or service. Customers generate individual relationships based on their individual interaction with the brand value, brand meaning and their experiences. That is, customers seem to personally create the brand through their interactions across multiple contexts (Lindberg-Repo, Kirsti, 2009).

2.3 Strategic Responses

According to Thompson et al. (2008) to respond to changes in the external environment, organizations in most businesses need to formulate methodologies that are receptive to ecological controls (Porter, 1996). Notwithstanding, the variables and strengths in an association's full scale environment having the greatest technique forming sway ordinarily relate to the association's prompt industry and focused environment, activities of adversary firms, purchaser conduct and providers' contemplations (Porter,

2008). Organizations respond differently to environmental changes with a view to countering competition and meet its goals amongst others. Some of the strategic responses that have largely been used locally and globally include technology, outsourcing, product innovation, corporate restructuring and mergers and acquisition (Porter, 1998).

2.3.1 Investment in Technology

As vitality assets turn out to be more perplexing to get to, create and deliver, innovation assumes an undeniably vital part in future new development and aggressive position (Rohrbeck, 2010). It is the part of the division for in charge of mechanical improvement to guarantee that choices taken to recognize and convey advances bolster the corporate procedure. Developing creation naturally obliges firms to reinforce their mechanical capacities: they have to end up by far superior at designing, receiving and abusing advancements over the repository life cycle keeping in mind the end goal to accomplish development targets and beat the opposition. Doing innovation extends right is about applying more noteworthy train to the execution of innovation ventures, especially the industrialization, capability and sending of innovation in association's operations (Bhatt, Grover & Grover, 2005).

The luxury car industry is evaluated to end up more aggressive later on. Hwee (2015) puts weight on BMW to consistently enhance with a specific end goal to remain in front of the opposition. In perspective of conceivable future changes, the risk of new contestants and substitutes may both achieve a direct level as they might be new participants and developments in the business. On the off chance that the new participant can effectively build up its name in the business, it will end up being BMW's commendable rival.

Keeping in mind the end goal to keep up or enhance current piece of the overall industry and brand picture, occupants should continually grow new developments and advances. The accomplishment of the other contenders' systems will demonstrate as a danger of substitute to BMW (Best, 2001).

Disruptive change, Narayanan (2000) explains, requires new methodologies. At the point when conditions change quickly, associations locate their previous methodologies which have prompted to accomplishment before, are no more extended viable. It can be difficult to relinquish these methodologies in the event that they have been a wellspring of upper hand. This leads numerous administrators to accept that effective reactions to troublesome change involve good fortune. Nevertheless, it is conceivable to specialty methodologies to best advantage openings in front of the opposition. The problematic advancement grows so that new items meet the principles of execution expected by the main part of the market; the innovation dislodges the past one and in this manner the new participants to the market uproot the occupants (Narayanan, 2000).

2.3.2 Outsourcing

Today's heightening, aggressive and bidding environment has constrained players in the commercial center to be more effective, to underline on a leaner association and constantly advance new methods to keep in front of contenders (CAPS, 2005). Enhancing the item or administration as lower costs, quality and better administration has turned into a key necessity in the worldwide commercial center. Outsourcing is the act of contracting individuals from outside the association to give particular administrations. Outsourcing as a technique is not another idea in the business world as most associations outsource the vast majority of their administrations. Explore shows that the sheer size of spending on

outsourcing and dynamic contribution of top administration officials settles on outsourcing choices more vital in an association today than any other time in recent memory (Rieple& Helm, 2008).

Associations outsource for key reasons with a specific end goal to get to a more adaptable business bolster in times of quick change and in addition to concentrate on center abilities through divestment of non-center territories (Kotabe& Murray, 2004). Innovatively, organizations hope to access new innovation and talented individuals by sourcing to a specific administration supplier (Lacity& Willcocks, 2009). The other explanation behind outsourcing is to enhance administration's concentrate on center capabilities and access new specialized aptitudes and information base for enlarging the associations' expertise and learning crevice (Casale, 2001). Inquire about done by Click and Duening (2004) recommends that outsourcing help associations to focus on those procedures which separate the organization from its rivals.

Organizations outsource in order to relieve innovative hazard and vulnerability, to enhance general business execution, accomplish handle extemporization and upgrade client benefit (Quinn, 2000). Other significant advantages the administration anticipates from their outsourcing engagements are accommodation and adaptability being developed, execution and scaling up of tasks, change administration, insurance against specialized hazard, and change in profitability and administration quality. Quinn (2000) reasons that outsourcing empowers the association to better deal with the business and authoritative information and create unrivaled business knowledge in addition to empowering quick development and presentation of new items/administrations.

2.3.3 Corporate Restructuring

Developing rivalry and globalization alongside fixed monetary approaches are making both private and open part associations make progress toward more noteworthy proficiency and higher cost-viability (Ruigrok, Pettigrew, Peck & Whittington, 1999). Much of the time the coveted results can't be accomplished without subjecting the corporate technique and structure to some change. In this specific situation, rebuilding is no more extended only a choice; it is a need for survival and development. In any case, it is in light of a legitimate concern for every one of the partners that rebuilding be completed in such a path as not to endanger the high estimation of the human capital of the undertaking. Rebuilding is a procedure and ought not to be initiated without due thought (Denis & Kruse, 2000). Steps ought to include: inspecting the distinctive alternatives required in rebuilding before beginning the procedure, setting up the organization and representatives for rebuilding through, conferences and correspondence, and completing rebuilding simply after this has been done, and in addition amid the genuine rebuilding process and assessing how successful rebuilding has been after it has been done (Ahmadjian&Robbins, 2005).

Cutting back is a lifestyle in associations today. However concentrates on have demonstrated that these activities, albeit expected to deliver positive results, accomplish more damage than great to the association and its workforce. This damage is to hierarchical efficiency and also productivity. As an aftereffect of the progressions occurring inside the business environment and their simultaneous effect on corporate structure, late decades have seen apparently unlimited cases of hierarchical scaling back. In Kenya, as in other creating nations, these scaling back activities are regularly

occurring inside expansive associations that had appreciated a level of insusceptibility from conservation. At any rate since the mid-1980s, work scaling down has been viewed as the favored course to enhancing hierarchical execution. The mid 90s in Kenya saw the heaviest scaling back as open organizations attempted to meet IMF desires (Kirui, 2011).

The achievement or disappointment of a scaled down association relies on upon the workforce staying after the cutting back (Denis & Kruse, 2000). As associations scale back, survivors frequently should try harder so as to finish staying hierarchical assignments. In an ordinary situation, survivors are left to convey their own particular workloads, and the workloads of theirwithdrew associates. To exacerbate matters, master abilities may have been conserved and assignments that used to be finished rapidly may now take any longer as survivors are left to find how they ought to be refined. In addition, conventional occupation duties may have been updated as a component of rebuilding. The new occupation obligations may fuse assignments, innovations, and ability necessities that the surviving representatives don't right now have (Denis & Kruse, 2000).

2.3.4Developing Corporate Culture

Qun (2000) explains thatindividuals originate from an assortment of ethnic foundations and social legacies, have an assortment of identities, and have been molded by a various scope of encounters. At the point when individuals from various foundations are united in a workplace, these variables will show themselves in an interminable assortment of ways. After some time an overwhelming arrangement of standards will develop, managing the route in which work is refined inside the association. This wonder offers ascend to the idea of corporate (or authoritative) culture. Greenberg and Baron (1997) opined that

culture is a subjective system comprising of demeanors, qualities, behavioral standards, and desires. Culture is impacted vigorously by elements, for example, the industry in which the organization works, its geographic area, occasions that have happened amid its history, the identities of its representatives, and their examples of collaboration (Qun, 2000)

One of the numerous obligations going up against pioneers is the creation and upkeep of hierarchical qualities that reward and empower aggregate endeavors (Warnecke, 2003). The hierarchical culture emerges as one of the parts that are imperative to supporting execution, and upper hand, and a justifiable reason explanation behind turning into an incredible organization. The purpose behind moral disappointment in numerous associations is the way that while pioneers yield of culture as a capable device that can make and manage execution, just couple of pioneers give it the consideration it merits. The reason for moral disappointment in numerous associations can be followed to hierarchical disappointment of administration dynamic advancement of moral goals and practices. While corporate culture is an impalpable idea, it obviously assumes a significant part in companies, influencing representatives and authoritative operations all through a firm. While culture is by all account not the only determinant of business achievement or disappointment, a positive culture can be a huge upper hand over associations with which firms contend(Sørensen, 2002).

The innovational culture is an imperative main impetus for enterprises' supportable advancement (Warnecke, 2003). In element environment, if the organization needs an economical upper hand, it ought to outperform the earth and market rivalry in light of its assets and abilities instead of adjust to the progressions latently. This obliges chiefs to

predict the adjustments in environment and make fast reaction. Guided by innovational culture, the organization can get reasonable upper hand in view of the comprehensive advancement as the current upper hand is chatted to some new upper hand through supportable development. An association that can keep up a positive culture is probably going to appreciate numerous advantages. At the point when association individuals relate to the way of life, the workplace has a tendency to be more charming, which helps resolve. This prompts to expanded levels of collaboration, sharing of data, and openness to new thoughts (Schein, 2009).

2.3.5. Mergers and Acquisition

Mergers and Acquisition is a strategic response that is very popular in a competitive environment. In most cases firms use mergers and acquisitions to offer value added products that meet the growing needs of customers. It is normal that the shareholder estimation of a firm after mergers or acquisitions would be more noteworthy than the entirety of the shareholder estimations of the parent organizations (Keegan &Schlegelmilch, 2001).When two firms merge they are likely to cut costs of operations through improving on their efficiency as a result of economies of scale.

Galbraith and Lawler (1993) noted that joining the operations, through merger or procurement is an appealing vital choice for accomplishing working economies, fortifying the subsequent association's abilities and aggressiveness, and opening up roads of new market opportunity. In some cases, acquisitions that are normally achieved through stock purchase may result in potential liability for the firms making the acquisition. The other limitation of this strategy is that when a firm acquires another firm, employees may copy each other's capacities. This can bring about over the top finance

consumptions where you pay for two representatives to take every necessary step of one and along these lines lessening inspiration among workers (Cateora&Graham, 2002).

CHAPTER THREE: RESEACH METHODOLOGY

3.1 Introduction

This chapter outlines different phases utilized by the researcher. It is the blue print of the study as it covers the overall plan aimed at aiding the researcher carry out the research with a specific end goal to answer the examination address. It talks about the exploration outline, information gathering and information investigation.

3.2 Research Design

The research was conducted through a case study method. A case study is one of a few methods for doing research whether it is sociology related or even socially related. The study requires an inside and out examination and subsequently it is just suitable to utilize a contextual investigation. As opposed to utilizing tests and taking after an unbending convention to inspect predetermined number of factors, a contextual investigation technique was included a top to bottom, longitudinal examination of a solitary example or occasion and consequently giving a deliberate method for taking a gander at occasions, gathering information, breaking down data, and reporting the outcomes. Therefore the analyst picked up a honed comprehension of why the occurrence happened as it did, and what may have got to be vital to take a gander at all the more widely in future research. The contextual investigation was an appropriate research design as it undertakes in-depth analysis of KETRACO as a unit hence facilitated intensive study of the same.

3.3 Data Collection

An interview guide was used for data collection purposes. The study used primary data since the nature of the data to be collected was qualitative in nature. Primary data was collected by interviewing departmental heads at KETRACO, these departments were namely: Commercial services, corporate communication department, Planning and Design department, the finance department and corporate planning department. A face to face interview was conducted with five senior management and departmental heads that were responsible for making strategic decisions on corporate brand and image building to be adopted by the firm to continuously providing quality goods and services.

3.4 Data Analysis

Data analysis is a practice in which crude information is requested and sorted out so that valuable data can be removed from it. The way toward sorting out and contemplating information is critical to understanding what the information does and does not contain. Outlining information is frequently basic to supporting contentions made with that information, as it displays the information in a reasonable and justifiable way.

The substance investigation procedure was utilized to break down the information. The discoveries rising up out of the examination was utilized to assemble this report. Content examination is characterized as a strategy for making derivations by deliberately and impartially distinguishing indicated attributes of messages and utilizing a similar way to deal with related patterns (Nachmias&Nachmias, 1996).

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1. Introduction

This study sought to obtain information on the objective of the study which was to determine corporate brand and image building adopted by the Kenya Electricity Transmission Company in the energy sector in Kenya. To achieve the intended objectives of the study the departmental heads were interviewed and all of them responded. Respondents interviewed were: Head of Operations and design manager, head of Commercial services, head of Finance, Corporate planning manager and corporate communication manager.

4.2. Respondents Demographics

Under demographic information, the study sought to establish the position that the respondents held in the company, the department they were working on and the length of period they had been working with the company. On the management levels of the respondents, the study established that 50% were in top management while another 50% were in middle level management. The middle level management was delegated to respond to the interview by their seniors. This was as a result of their tight schedule which could not allow them some time to participate in the study. On the period worked with the company, the findings indicated that majority of the respondents had worked at KETRACO for more than five years which made them conversant with competitive strategies that KETRACO have adopted in response to the environmental challenges. This number of years of working for the same company gave the interviewer assurance and high level of confidence on the expected outcome.

Based on their level of education, five of the respondents had attained masters' level of education and the other two had attained undergraduate level of education. When asked about what they liked best about their current position, one of the interviewees noted that he feels happy when he is given room to solve internal customer system complaints. Another respondent lamented that that learning and working with the new innovations frequently made his work more interesting. Also it was established from another respondent, that mentoring and dealing with new challenges everyday was her best moments in the work place. The finance manager contended that it motivated him to see the company's financial position improve. He also said that he liked to solve problems and challenging tasks. When asked what they liked least about their current position, respondents indicated that there are so many restrictions in the work place that inhibited flexibility in the work place. In addition, one senior officer explained that the organization did not offer opportunities for career growth in the lower staff levels unlike in the higher levels where the company sponsored them to different academic levels among them the highest level in the land.

4.3 Corporate Brand and Image Building at KETRACO

In order to find out the corporate brand and image building adopted by the Kenya Electricity Transmission Company to cope with competition in the energy sector in Kenya the respondents were asked to state some of the strategies adopted and the study findings are as presented in subsequent subheadings.

4.3.1 Corporate Branding as a Strategy

The interviewees were kindly requested to indicate whether their company use corporate branding as a strategy. The findings of the study revealed that Kenya Electricity

Transmission Company adopted a number of strategies. For instance it adopted corporate rebranding, innovations and diversification. The respondents explained that these responses were intended to enhance quality of services, increased efficiency, convenience and more improved customer satisfaction.

4.3.2 Re-branding and Increased Customer Satisfaction

Respondents were further asked to indicate whether re-branding your organization increased customer satisfaction. The respondents explained that Kenya Electricity Transmission Company re-branding has been able to provide the best service to its customers with the aim of achieving high quality services and increase customer satisfaction.

4.3.3 Corporate Branding Strategy and Overall Organization Objective

The study further sought to establish how corporate branding strategies have helped in achieving the overall Kenya Electricity Transmission Company objectives. Interviewees indicated that corporate branding strategies have helped in achieving the overall Kenya Electricity Transmission Company objectives in provision of extraordinary client benefit, enhancing operational effectiveness, controlling nature of items/administrations, extreme supervision of forefront faculty, and additionally creating brand or organization name distinguishing proof.

4.3.4 Improvement of Corporate Image

The study sought from the respondents whether their organization have been able to improve on its corporate image after rebranding. It was observed that corporate brand and image building were essential ingredients towards improving the image of the

organization through providing better services that meet the ever growing customers' needs. Majority of the respondents noted that with corporate brand and image building the organization was able to cope with the changes in the external environment, for example change of technology.

4.3.5 Corporate Branding Strategy and Improved Organization Performance

The study sought interviewee's opinion on whether corporate branding strategy has helped in improving organization performance. The respondents in the study observed that corporate branding strategy were important to the success of the Kenya Electricity Transmission Company. As explained by one respondent that "corporate branding strategy impact on the accomplishment of the strategies in place in the organization."

4.3.6 Efficiency Level of Business Process Due to Innovations

Respondents were further asked to rate the extent to which they would rate the efficiency level of business process due to innovations. Respondents rated efficiency level of business process due to innovations to be very great implying that the efficiency level of Kenya Electricity Transmission Company process have improved as a result of innovations

4.3.7 Company Cost Savings as a Result of the Outsourcing

Respondents were requested on their opinion on whether Kenya Electricity Transmission Company have been able to save on costs as a result of the outsourcing. The study revealed that as a result of the outsourcing Kenya Electricity Transmission Company have been able to build its brand name, experiencing an improved customer base, embracing training and development of staff to reduce staff turnover, created a good working

environment, experience good collaboration with other energy companies, and enabling proper use of technological system which has enhanced good performance.

4.3.8 Effect of the corporate restructuring strategy on performance of KETRACO

The study sought to ascertain the effect of the corporate restructuring strategy on performance of Kenya Electricity Transmission Company. There were some contributions made by the corporate restructuring strategy on performance of Kenya Electricity Transmission Company and these were found to be; enhanced service delivery, enhancement of Kenya Electricity Transmission Company brand name through its foundation, facilitation of clients in accessing their products easily, attraction of more customers, lowering operational costs as well as expansion of executive company services.

4.3.9 Improved flexibility in KETRACO operations

Viable strategies can have greater impact on the operation and performance of any business. Respondents were kindly requested whether corporate restructuring strategy Kenya Electricity Transmission Company have improved flexibility in its operations. Respondents indicated that corporate restructuring strategy in Kenya Electricity Transmission Company have assisted in enhancing convenience and flexibility of its operations. In addition, respondents indicated that corporate restructuring strategy had contributed to an increase in company's profit margin, had improved employee performance, grown market share through new products to satisfy customer needs, guidance and direction on achievement of the organization as well as minimized customer complaints.

4.4 Discussion of the Study Results

The findings of the study revealed that Kenya Electricity Transmission Company have adopted corporate rebranding, innovations and diversification and that these strategies are intended to enhance quality of services, increased efficiency, convenience and more improved customer satisfaction. In addition, the study established that Kenya Electricity Transmission Company re-branding has been ready to give the best support of its clients with the aim of achieving high quality services and increase customer satisfaction. These findings agree with the observation of Welch and Welch (2005) who pointed out that the days when firms could essentially sit tight for customers to beat a way to their entryway are a distant memory. Associations must understand that their administrations and items, paying little mind to how great they are, essentially do not offer themselves.

The study findings as revealed that corporate branding strategies have helped in achieving the overall Kenya Electricity Transmission Company objectives in provision of outstanding customer service, improving operational efficiency, controlling quality of products/services, intense supervision of frontline personnel, as well as developing brand or company name identification. Further, it was observed that corporate brand and image building were essential ingredients towards improving the image of the organization through providing better services that meet the ever growing customers' needs and that with corporate brand and image building KETRACO has been able to cope with the changes in the external environment, for example change of technology. This finding specifically agrees with Kanter's (2004) analysis that indicated that to adapt to environmental changes, firms require effective leadership. He further stated that, while leadership is crucial, most organizations are over-managed and others under-led. In this

regard therefore, it is necessary to examine what impacts management and key leadership have on an association in connection to its outer surroundings. On the off chance that a firm needs to stay energetic and fruitful over the long haul, it must have effect evaluation of the outer environment, particularly such significant gatherings as clients, contenders, shoppers, providers, lenders and the administration and how they effect on its operations achievement is reliant on profitability, consumer loyalty and contender quality. Stockbrokers were reported to do well on this area.

Further, the study revealed that the efficiency level of Kenya Electricity Transmission Company process have improved as a result of innovations and that as a result of the outsourcing Kenya Electricity Transmission Company have been able to build its brand name, experiencing an improved customer base, embracing training and development of staff to reduce staff turnover, created a good working environment, experience good collaboration with other energy companies, and enabling proper use of technological system which has enhanced good performance. Similarly, Hill (2003) inferred that innovation can be a wellspring of exceptional development and this can enhance an association capacity in picking up a focused edge. Ndubi (2006) likewise noticed that innovation is a critical figure reacting to changes in business working environment. Culture change is additionally recognized as a key vital reaction. This suggests an association can't exist in a vacuum. As indicated by Hill and Jones (1998), each association exists inside its own surroundings and it is affected by its outside surroundings. Subsequently, information of the focused competition is of most extreme significance to vital administration, Porter (1980).

CHAPTER FIVE: SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1. Introduction

This chapter presents the outline of key discoveries; conclusions drawn from the discoveries portrayed and proposals drawn. The conclusions and the proposals were tried to address the goal of this study, which was to decide key reactions embraced by the Kenya Electricity Transmission Company in corporate brand and image building in the energy sector in Kenya. The section also covers the recommendations, the confinements of the research and proposals for further study. This is presented below:

5.2. Summary

The findings of the study revealed that Kenya Electricity Transmission Company has adopted corporate rebranding, innovations and diversification and that these strategies are intended to enhance quality of services, increased efficiency, convenience and more improved customer satisfaction. In addition, the study established that Kenya Electricity Transmission Company re-branding has been efficient in the provision of the best service to its consumers with the aim of achieving high quality services and increase customer satisfaction.

The study findings as revealed that corporate branding strategies have helped in achieving the overall Kenya Electricity Transmission Company objectives in provision of exceptional client benefit, enhancing operational effectiveness, controlling nature of items/administrations, extraordinary supervision of cutting edge faculty, and also creating brand or organization name distinguishing proof. Further, it was observed that corporate brand and image building were essential ingredients towards improving the image of the

organization through providing better services that meet the ever-growing customers' needs and that with corporate brand and image building KETRACO has been able to cope with the changes in the external environment, for example change of technology.

Further, the study revealed that the efficiency level of Kenya Electricity Transmission Company process have improved as a result of innovations and that as a result of the outsourcing Kenya Electricity Transmission Company have been able to build its brand name, experiencing an improved customer base, embracing training and development of staff to reduce staff turnover, created a good working environment, experience good collaboration with other energy companies, and enabling proper use of technological system which has enhanced good performance.

Also, the study established some contributions made by the corporate restructuring strategy on performance of Kenya Electricity Transmission Company to include enhanced service delivery, enhancement of Kenya Electricity Transmission Company brand name through its foundation, facilitation of clients in accessing their products easily, attraction of more customers, lowering operational costs as well as expansion of executive company services.

Further it was noted that corporate brand and image building in Kenya Electricity Transmission Company have assisted in enhancing convenience and flexibility of its operations and it has led increase in company's profit margin, had improved employee performance, grown market share through new products to satisfy customer needs, guidance and direction on achievement of the organization as well as minimized customer complaints.

5.3. Conclusion

The study concluded that the organization rebranded to create a positive image and increase trust and confidence in providing more improved quality services to meet the ever growing customer needs and requirements to achieve improved customer satisfaction. The study concludes that Kenya Electricity Transmission Company has adopted corporate rebranding, innovations and diversification and that these strategies are intended to enhance quality of services, increased efficiency, convenience and more improved customer satisfaction. In addition, the study established that Kenya Electricity Transmission Company re-branding has been able to provide the best service to its customers with the aim of achieving high quality services and increase customer satisfaction.

Also the study concludes that corporate branding strategies have helped in achieving the overall Kenya Electricity Transmission Company objectives in provision of remarkable client benefit, enhancing operational proficiency, controlling nature of items/administrations, extreme supervision of bleeding edge faculty, and in addition creating brand or organization name distinguishing proof. In addition, the study concludes that corporate brand and image building were essential ingredients towards improving the image of the organization through providing better services that meet the ever-growing customers' needs and that with corporate brand and image building KETRACO has been efficient in coping with the alterations in the external environment, for example change of technology.

Further, the study concludes that the efficiency level of Kenya Electricity Transmission Company process have improved as a result of innovations and that as a result of the

outsourcing Kenya Electricity Transmission Company have been able to build its brand name, experiencing an improved customer base, embracing training and development of staff to reduce staff turnover, created a good working environment, experience good collaboration with other energy companies, and enabling proper use of technological system which has enhanced good performance.

5.4. Recommendations

The study focused on setting up the vital reactions embraced by the Kenya Electricity Transmission Company in corporate brand and image building in the energy sector in Kenya. Today's associations taking part in organizations need to fight with the flow of a changing outer environment. However, the cutting-edge drift has moved from outside natural examination just to more advanced interior authoritative investigation. The study recommends to KETRACO in Kenya and other organizations in general having a strategic approach to designing responses to counter threats and take opportunities in the operating environment.

This study is valuable to the managers of KETRACO. The finding of the study shows that there are several corporate brand and image building KETRACO can adopt to counter the various environmental challenges. At the moment the response strategies have been successful but more needs to be done and a roll out programme with establishment of vision 2030 to educate staffs on the role of KETRACO in addressing the vision's objectives needs to be done.

The study also recommends that KETRACO should venture into the un-entered areas and even diversify its products' offering so as to spread its avenues for getting market. KETRACO should venture more on corporate branding, corporate restructuring, outsourcing as well as mergers and acquisition so as to remain competitive in the energy sector.

5.5. Limitations of the Study

The limitation faced by the researcher during data collection was that the managers were too busy and therefore the researcher had to interview their deputies whom to some extent may not be more experienced than the managers.

The other challenge faced by the researcher during data collection was time factor. Primary data collection expends a great deal of time. The analysts should make certain arrangements keeping in mind the end goal to handle the distinctive requests of the procedures and in the meantime, oversee time successfully.

Lastly, the challenge faced by the researcher was that there was no control over the data collection; some of the respondents gave out incomplete interview guides while others failed completely to fill the interview guides. Most of the respondents agreed to participate on condition that the information was only for academic purposes only and therefore would not be divulged to any other party.

5.6. Suggested areas for Further Studies

The study suggested that future research on the corporate brand and image building be adopted by the public sector to improve performance. This study will be beneficial in providing more insights on the extent to which corporate brand and image building leads

to organizational performance in the public sector. This will assist in making key decisions on the best strategies to implement to improve the public sector and build confidence to the citizens in terms of providing quality services.

A study can be conducted in relation to the effect of corporate brand and image building on organizational performance in other organizations other than KETRACO. Findings and conclusions can be compared to establish whether there are areas of commonalities or unique factors.

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APPENDICES

Appendix I: Interview Guide

SECTION A: RESPONDENT BACKGROUND INTERVIEW

1. What is your current position at KETRACO?
2. What is the highest level of education you have achieved?
3. How long have you served in this organization?
4. How long have you served in your current position?
5. What do you like best about your current position?

B: Strategic Responses KETRACO

6. Does your company use corporate branding as a strategy?
7. Has re-branding your organization increased customer satisfaction?
8. How does corporate branding strategy help in achieving the overall organization objective?
9. Has your organization been able to improve on its corporate image after rebranding?
10. In your opinion, has corporate branding strategy helped in improving organization performance?
11. How would you rate the efficiency level of business process due to innovations?
12. In your opinion, has the company been able to save on costs as a result of the outsourcing?

13. What is the effect of the corporate restructuring strategy on performance of KETRACO?

14. Has the organization improved flexibility in its operations?

15. Has KETRACO implemented mergers and acquisition as one of its corporate strategies?

16. If yes, how has it been implemented?

17. In your opinion, how has KETRACO benefited from mergers and acquisition?

Any other comment? Please explain