

**INFLUENCE OF BRAND ORIENTATION ON THE PERFORMANCE OF
DAILY NEWSPAPERS IN KENYA**

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DECLARATION

Declaration by Student

This research project is my original work and has not been presented to any university, institution for higher learning or examination body. No part of this work should be reproduced without my consent or that of the University of Nairobi – School of Business

Signature: Date:

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Declaration by the Supervisor

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

Signature: Date:

Supervising Lecturer

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DEDICATION

I wish to dedicate this work to my parents Mr. Lawrence M Chemarum and Hellen Chemutai Chemarum who have instilled in me the values of hard work and determination and to Abel Kipkorir Boreto for always believing in my abilities, even when I did not believe in them myself, and always pushing me towards bigger and better things.

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ABSTRACT

Customer perception of brands has been of great interest to the organizations as more and more organizations embrace brand orientation whether knowingly or unknowingly. This leads to a more efficient system of work as there is greater coordination from top management to lower level management. The objective of the study was to establish the influence of brand orientation on the performance of daily newspapers in Kenya. The study used a descriptive cross-sectional survey design. This design was used to gather information on a population at a single point in time. Data was collected by use of questionnaires which were administered through drop and pick method. The population of interest comprised the 4 daily Newspapers in Kenya. The study used primary data that was collected using questionnaires. This data was then coded and analyzed with the aid of Statistical Packages for Social Sciences (SPSS). The data collected was analyzed by use of descriptive statistics such as mean scores and frequencies. The analysis involved descriptive statistics and the data was presented using tables. From the findings of the study, it showed that the daily newspapers have adopted the various measures of brand orientation in their strategy. These are practiced with different degrees of intensity but to a great extent. From the findings, it can be concluded that brand orientation influences the performance of Daily Newspapers to a large extent. The study recommends that daily newspapers should consciously and deliberately employ brand oriented strategies which can easily be implemented once they have been understood at all levels of the organization. The study recommends that for organizations to improve on their performance, they should work on improving the implementation of the brand orientation practices in order to fully maximize on the influences gained from being brand oriented.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The transition from focusing on a product to a focus on brand orientation involves and controlling and planning an organization's operations in a manner that value can be enhanced attractively. The goal is so that this is achieved with similar or an improved complete brand equity (Aaker,1991) While brand orientation shows an organization's in house commitment to building and developing a brand, performance is able to account for the success of a brand in the market. The concept of brand orientation came about at the beginning of the 1990's to increase an understanding of how brands are a strategic resource at a time when they were widely considered an add-on to a product and to diffuse widely knowledge about how to manage brands successfully at a time when brands were handled by marketing departments primarily (Mats & Urde,1993).

The theory behind brand orientation emerged as was seen in view of the role which brands were given and how they were previously perceived. Measuring performance is vital for monitoring the performance of a brand in relation to overall business goals. Performance should be measured from a financial and customer perspective. The measurement of the performance of a marketing activity should be a logical continuation that planning and budgeting go through which happens as any organization's fiscal year begins. It is necessary to be able to measure the set goals within an organization and for the goals to be applicable to every marketing role.

Brand equity is composed of the awareness of a brand name, loyalty of the customers, quality perceived and associations to the brand that increase or reduce value to the

product or service (Aaker,1991). Price may be the one best comparative of brand equity available because, mostly in context, any driver of brand equity is supposed to affect the price. Aaker (2000) suggested that a brand's functional purpose should not be the only thing it expresses but it also is supposed to express its higher purpose. The higher purpose is composed of the emotional and social benefits that one acquires from selecting that brand. Keller (2001) outlines Customer-Based Brand Equity (CBBE) to assist management in their efforts of brand building. The Customer-Based Brand Equity model gives a unique perspective on what brand equity is and how best it should be built, measured, and managed. The basic premise of the model is that the absolute power of any brand lies in the consumers mind. This means what the customers have been able to learn about the brand, have been able to feel, have seen and have heard about the brand over time.

The daily newspapers in Kenya include The Daily Nation (DN) which is the widest read physical newspaper across the country at 40% market share while Standard has a 20% market share. Taifa Leo is the daily Swahili publication of the Nation Media group at a 10% share, and People Daily and The Star have an 8% share each (Geopoll, 2015). While there is low circulation of newspapers, with figures in 2010 indicating that only 320,000 copies of various newspapers were bought daily, the readership is significantly higher given the fact that about ten people share a newspaper daily. Ipsos-Synovate supports this and states that says Kenya's daily Newspaper readership stands at slightly over 3 million while over the weekend the figure is slightly over 6 million (Ipsos-Synovate, KARF Audience Survey, 2012) The focus on newspapers in terms of being a platform for advertising is to deliver on the numbers in order to attract advertisers. When

the advertisers are able to get a high response rate from the population reached, it translates to more business for a firm, and in turn they get value for their money. Due to competition increasing in the Daily Newspapers printing media houses in Kenya, every one of them is going back to the drawing board to look at ways that they can enhance their image as a market leader. To retain customers, any business should be striving to develop more meaningful relationships and to pro actively manage the customer relationships (Connor et al, 2004).

1.1.1 Concept of Branding

A brand is a name which stands for a long-term commitment to a specific set of values installed into a product, a service and behavior, which make the organization, product or person stand out from their peers (Kapferer, 2012). A brand name assists an organization to stand out in the face of competition. Customers in today's competitive world have an expectation that products should contain branding. This helps with building a long term engagement with the particular brand that they have had an opportunity to establish trust and will therefore regularly buy the products made by the manufacturers of that brand. Some people will purchase only one particular brand even if there are similar products that can be an equal alternative on the market. Branding in the first place was first used to distinguish physical products. Over the years, it has evolved to be able to be applied when differentiating people, places, firms and even organizations (Peters, 1999).

With the consideration of traditional associations, organizations are trying to stand out as unique with branding to their advantage through brand association internalization in their associations and ensuring alignment of their employees with these brand values, which

will help make the corporate brand achieve a competitive advantage that is sustainable (Pringle & Thomson, 2001). Aaker (2000) suggested that a brand's functional purpose should not be the only thing it expresses but it also is supposed to express its higher purpose. The higher purpose is composed of the emotional and social benefits acquired from choosing that brand. A credible brand indicates an assured level of quality such that satisfied customers can easily choose the product again and again. Brand loyalty assures there is predictability of future purchases and security of demand for the firm which creates barriers to entry that make it difficult or even impossible for other firms to penetrate the market so that although competition may duplicate the manufacturing process and product design, they cannot as easily succeed in matching the endless impact that has been felt in the minds of customers, both individual and organizations by the invested years of experience with a product and continuous activity of the market. This is a proven successful means of securing a competitive advantage (Kotler & Keller, 2013).

1.1.2 Brand Orientation

Brand orientation is the way in which the processes of an organization go around the creating, developing and protecting of a brand identity in a continuous interplay with the specifically targeted customers with an aim of acquiring competitive advantage through the brands that will last a long time (Urde,1999). Previously the focus has been on marketing orientation which focuses on the customer and has long been a classical paradigm in marketing. The companies have been adapting their strategies and mindset according to individual consumer's wants and needs, and therefore having an outside-in approach to the company's achievement of their objectives. When discussing the

importance of making the brand a basis of an organization's process as well as connecting it to business strategy, brand orientation was coined. Compared to a market-driven approach, the brand is seen as a strategic hub of the organization therefore making it superior to the needs of the consumer (Urde, et al, 2011; Gromark & Melin, 2011). Any organization that embraces brand orientation is able to develop a cohesive strategy, create a grounded platform for becoming more visible, become more distinct and increase its relevance. This in turn increases awareness and ease of adoption of the operations in question. This has proven invaluable for many organizations. Other organizations in the private sector discovered this earlier on that this value could be clearly discerned in improved financial performance. They also realized the value of being well known and liked which translates to a stronger position to negotiate from, and led to greater legitimacy and credibility in their contact with investors, politicians and other important stakeholders (Gromark & Melin,2011).

Developing a strong employer brand is important for both external and internal reasons. Investing in developing well-known brands has been shown to have a positive influence on an organization. Strong brands often function like organizational glue, with the ability to bolster employees' confidence and improve the way in which they perceive themselves, while contributing to creating a feeling of pride in their own organization (Anselmsson & Melin,2009).

1.1.3 Firm Performance

Performance of a business is measured in terms of overall profits and losses during a period of time (La Porta, Lopez-de-Silanes, Shleifer, & Vishny, 2002). It is therefore

expressing the results of an organization's policies and operations in monetary terms. Profit making is the fundamental way for an enterprise to maintain, perform and grow to maximize wealth. The performance of any organization is as a result of the overall strategy, continuous innovation, high quality, the real position in the market and long term view. Therefore, organizations are continuously looking for newly improved products, efficient methods, and better organizational structures that will cut their cost of production, satisfy their customers' demands in a much better way and make them make bigger profits. Improvements in the financial sector will have positive direct ramifications across the economy. If companies are to improve the management of an organizations intangible assets, they must integrate how to measure intangible assets into their management systems.

When performance is measured, significant invaluable information that allows management to oversee performance, report on progress, increase motivation and communication and identify problems is made available (Waggoner, Neely & Kennerley, 1999). Performance can be measured using financial and non-financial metrics. The financial metric is profitability. The non-financial metrics include a share of the market, level of productivity, product leadership, responsibility to the public that is legal and ethical behavior and stakeholder responsibility, the development of personnel, attitudes of the employees and a balance between short and long-range objectives (Kaplan &Norton, 1992)

1.1.4 Daily Newspapers in Kenya

The print media is divided into four: the regular daily newspapers, the magazines, the regional newspapers, and the printed booklets that also pass for newspapers in the urban city streets. Daily newspapers consist of four national newspapers. These are; The Daily Nation (DN), a product of Nation Media Group Limited founded by Ismaili leader His Highness the Aga Khan in 1959. The Daily Nation was first placed on the newsstands on October 3, 1960 and is now the anchor brand of the group. They distribute an average of 170,000 copies daily. The Daily Nation also has two dailies, Taifa Leo and Business Daily. Taifa Leo was launched in 1958 and is the only Swahili National newspaper. Taifa Leo is an approved newspaper by the Ministry of Education to be used as a teaching aid in schools. The Nation media group also publishes a daily business oriented paper called The Business Daily which carries business and investment news features. The Standard newspaper which has second largest market share (KARF Q1,2011) is Kenya's oldest newspaper and is wholly owned by The Standard Group. It was established in Mombasa in 1902 as a weekly publication known as The African Standard. In 1910 the paper became a daily and renamed to the East African Standard. The paper renamed itself to the Standard in 1977 although the name East African Standard came back later. In 2004 the name was reverted back to The Standard. They distribute an average of 80,000 copies of their newspaper on a daily basis. The Star Newspaper is the newest national daily in Kenya that is owned by Radio Africa Group, a company that is renowned for having successfully ventured into Frequency Modulation (FM) radio stations including KISS 100 and Classic 105. It has recently been working to carve a niche as the first political newspaper. The Star was launched in July 2007 as the Nairobi Star, a 32 page newspaper

made in tabloid style and concentrated on sociably interesting stories in Nairobi then known as The Nairobi Star before later launching as a national newspaper (Odhiambo, 2012). The People Daily was initially owned by veteran politician and businessman Kenneth Matiba until recently when it was bought by Mediamax Network. They are also the first National Newspaper to be distributed as a free publication daily.

The number of national Newspaper publications in Kenya is artificially low, partly due to censorship in the past. Despite this, the daily print brands still continue to command huge advertising revenues. Kenya's overall advertising spend in 2010 was estimated to hit an all time high of Ksh. 49 Billion, which was a 57% increase over the 2009 period (Synovate, 2010). The Print Media in Kenya takes about 30% of annual advertising expenditure. The share might be larger if there were more print opportunities for advertisers (Synovate, 2010). Like many other countries, Kenya has its fair share of gutter or street publications whose content is not considered mainstream or newsworthy. These are less authoritative than their mainstream counterparts, but often carry interesting and not forgetting colorful local news that other newspapers do not find worthwhile to publish, or would rather not publish due to controversial content that may not go well with the management of the different organizations that they speak about, and who are their business clients.

1.2 Research Problem

The superiority of a product is no longer a guarantee that it will succeed (King, 1991). The changing from a focus on products to concentrate on an organization's activities to focus on brands often results in a new view of strategy (Urde & Melin, 1993). The biggest

challenge for any senior administration of a brand-oriented company is to continuously bring forth an image that is both appropriate and appealing to the target group (Park *et al*, 1986). The brand-oriented company's image can be collectively said to be a summation of all the activities taken by the organization. Brand orientation does not involve placing in a lower order a section of the operations, instead aligning and focusing on the organization's both internal and external communication. The brand-oriented company value is reflected on the market through loyalty to the brand, awareness of the brand, perception of the consumers about its quality and progressive associations (Aaker, 1991). If consumers' perception about a product is that it does not have an added value, then its cost and availability end up determining their choice. This always gives rise to a new competitive circumstance, which becomes hard to control. Reorganizing the entire organization, ensuring commitment, encouraging the efforts and putting in resources to be able to achieve this goal may get rid of such threats (Urde, 1991).

There has been increased competition in the newspaper printing industry with the focus shifting to other platforms of advertising including online, mobile devices, billboards and many other platforms for placing display advertisement. As a result, daily newspapers have leaned towards a more aggressive and proactive approach in the management of their business. The increase of availability and ability to access the internet and subsequent digitization has affected the news production value chain, the collection, the circulation and more importantly the consumption of content in extremely fundamental ways. While almost all newspapers have since put up websites, and have offered rich site summary feeds, blogs and applications for mobile and hand held devices to keep up with the changing trends, they still also need to bear production cost for the physical product

(Leurdijk, Slot& Nieuwenhuis, 2012). Given the gap existing in this area of brand equity, the study seeks to answer the following research question: What influence does brand orientation have on the performance of daily newspapers in Kenya?

Studies on newspaper print media internationally have been keeping up with the changing trends. A study has been done on Print versus digital media: The death of print (Lunden, 2009). In Kenya, studies have been done on other issues including issues to deal with the influence of digital advertising on performance of print media companies in Kenya (Nyamamu, 2012). Factors affecting brand loyalty in print media industry in Kenya (Odhiambo, 2012) Perception of brand equity of daily newspapers by media buying agencies in Nairobi, Kenya (Nyagechi, 2011), Effect of corporate governance on financial performance of print media houses in Kenya (Arwa,2010) and Forecasting market shares of daily newspapers in Kenya: an application of the markov brand switching model(Muraya,1995). No known research has been done in relation to influence of brand orientation on the performance of daily Newspapers in Kenya.

1.3 Research Objectives

To establish the influence of brand orientation on the performance of daily newspapers in Kenya.

1.4 Value of the study

The study is expected to be of value to various audiences. The management of the daily Newspapers media houses will be able to understand the importance of embracing brand orientation as a strategic tool for management in order to gain a competitive edge. It is

anticipated that the findings will help in coming up with strategies to improve the engagement level of the whole organization as they work towards a common goal.

The study will also help other organizations in the industry to embrace the practice of brand orientation to enable the movement from an image driven approach which is from an outside to inside focus where the focus is on how the customers view organizations to an identity driven approach that views a brands as a hub for the organizations strategy making it an inside to outside approach.

Academicians, researchers and scholars will gain from this research. The academicians will find use in the study as an avenue for furthering of research and will also contribute to new knowledge. Researchers will utilize the findings to improve future studies in this area by looking at the available observed literature and establishing study gaps to fill.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter contains the theoretical foundations of the study that was conducted. The review is basically by use of various theoretical works, books, discussions from journals and articles. The chapter also discusses the various variables on the influence of brand orientation on the performance of daily newspapers in Kenya.

2.2 Theoretical Foundation

The current study is anchored on Aakers theory and Keller's customer based brand equity (CBBE). The theories seek to explain the basis of brand orientation because in the continuous interaction with target customers, organizations are able to achieve lasting competitive advantages through their brands by utilizing and combining all their strategic resources to create a strong brand identity which can be communicated and hopefully conceived by stakeholders as unique and positive (Urde,1999).

2.2.1 Aaker's Theory

Aaker (2002) identifies five brand equity components in his Brand Equity model. These are loyalty to the brand, awareness of the brand, the perception of quality, associations to brands and other proprietary assets. Brand equity is defined as the set of brand assets and liabilities that are associated with the brand. These include the names and the symbols that increase or reduce value from a product or service (Aaker,2002). Building brand equity is a particularly important concept of brand identity. This is the exceptional set of associations to the brand which stands for what the brand believes in and promises to

customers. Brand identity is composed of twelve dimensions organized around four pillars. These are brand as a product which consists of the scope of the product, product characteristics, quality or value, uses, users and country of origin. This perspective is widely used by the management of organizations because it is associated with the user experience and brand choice criteria. Managers must remember to differentiate between products and brands in order to avoid the product attribute fixation trap. This can be done by the utilization of different views to ensure that brand identity does not turn out to be one dimensional. Brand as an organization consists of organizational attributes that are local versus global. These are longer lasting and more resistant to claims by competition than the attributes of the product. It is easier copying a product than to replicate an organization. The organizational attributes are more likely to be intangible and give credibility to the brand in the minds of the consumers by being able to communicate specific organizational values that the product cannot. (Aaker, 2002) Brand as a person is comprised of personality of the brand and brand-customer relationships. The idea of this is that the brand can have specific personalities just like a person does and based on that form a bond with the consumers. That is the human trait of the brand. With a specified personality, a brand is able to target to appeal to certain demographics, lifestyles and personalities and that way pass the desired message to the consumers who find the traits desirable. A brand customer relationship characterizes a brand as a friend and just as friends have varied personalities, their relationships with different customers vary (Aaker, 2002).

Brand and consumer relationships come in various forms. Brand as a symbol that is visual and a heritage of the brand. Anything representing a brand can be a symbol. Over

time, connections to specifics about a brand is created. Because of this, it is advantageous to own the symbol, that can be used as the element that is able to pass the message about product class to the consumers. Brand identity is also conceptualized as including a core and an extended identity. The core identity which is the central essence of the brand is most likely to stay consistent and timeless as the brand travels into new markets and products while the extended identity is composed of different brand identity elements, organized into meaningful groups. This is relevant to this study to be able to establish the impact of brand orientation on the customers brand identity which in turn affects the performance of any organization.

2.2.2 Customer Based Brand Equity

When a brand is known and has some strong, favorable and unique associations in a consumer's mind, brand equity occurs. (Keller,1993). Customer-based brand equity is described as the differentiating effect that knowledge of a brand has on a consumer's reaction to the marketing of that brand. The three key ingredients to Customer Based Brand Equity are differential effect, brand knowledge and consumer response to marketing of that brand. Brand equity arises from differences in consumer responses. If no difference is felt, then the brand can be categorized as just any commodity. Secondly, the differences in responses are a result of what the consumers know about the brand. Thus, although they may be highly affected by the activities of marketing by the firm, brand equity ultimately relies on what is on the consumers minds. Thirdly, the different responses by consumers that make up brand equity is openly shown in how the customers

view the brand, their preferences, and behavior associated with all aspects of the marketing of that brand (Keller,1998).

According to the customer based brand equity model, building a strong brand involves instituting an appropriate brand identity meaning, establishing how broad and deep the awareness of a brand is, creating the relevant meaning of a brand through distinct, favorable and exceptional brand associations, therefore ensuring positive brand responses, and creating brand relationships with customers that are characterized by enthusiastic, active loyalty. To be able to achieve this there are six brand-building blocks involved. These comprise of brand salience, brand performance, brand imagery, brand judgments, brand feelings, and brand resonance. This is relevant to the study because since brand orientation involves an organization creating, developing and protecting of an organization's brand identity, the customer's perception is controlled and communicated appropriately to remain relevant to the customers.

2.3 Measures of Brand Orientation

There are several measures of brand orientation. These include Brand culture which is an organization's custom whereby the employees take up brand values to resolve problems and make decisions internally and therefore delivering a unique customer experience externally. An organization's culture is the foundational superior system of values and beliefs that management insists on on a continuous basis in order to guide the organization. This is the desired outcome of branding internally, alignment of the brand or employee engagement effort that goes above and beyond communications and training. Another measure of brand orientation is departmental coordination. This is the

process of organizing people into groups so that they work together properly in synchrony across the organization. The different departments within the organization share their resources. All employees are expected to be in synchrony while performing the brand oriented activities so that a consistent message is always passed to the customers and stakeholders thereby sharing similar meaning and importance for a brand (Leek & Christodoulides, 2011; Huang & Tsai, 2013). This can be enhanced by means of training about brand values for example through briefings, corporate magazines, group meetings, formal and informal checks to ensure compliance, ensuring employees are fully empowered and resources are available (Hirvonen & Laukkanen, 2014). The third measure of brand orientation is brand communication. Brand communication occurs every time a client interacts with a brand. Brand communication emphasizes that the uniqueness of a brand in the eyes of the consumers is not as a result of the product itself, but a product of how the brand has been communicated. Brands should aim to provide engagement and inspiration to their audience.

The fourth measure of brand orientation is stakeholder partnership. This involves customers, employees, shareholders, government and other institutions involved in the day to day running of the organization. The fifth measure of brand orientation is brand reality. Brand reality is an approach that helps to understand a brand's growth potential. It is an approach to reposition an organizations' brand strategy, monitor their brand over time or identify relevant motives in the category. This is a mass qualitative approach that uses the measurement of implicit and explicit motivations and associations that will help answer how to grow and fuel the innovation and communication funnel. The sixth measure is brand leadership is whereby the top administration of an organization make a

resolution to have brand as the hub of every other operation. The brand becomes the point of management of the internal and external activities of the firm. The mindset of the brand orientation is measured with the senior management's undertaking and prioritizing of developing and competing on the basis of the brand (Urde, et al, 2013; Huang & Tsai, 2013).

2.4 Brand Orientation and Firm Performance

The proponents of brand orientation imply a positive link between the paradigm and brand performance (Hankinson, 2012). Wong and Merilees (2007, 2008) found brand orientation affecting brand performance in terms of awareness of the brand, loyalty to the brand, the image of the brand as perceived by the consumers and the reputation of the firm as well as making the firms achieve higher percentage of their strategic objective. Additionally Napoli (2006) found brand oriented companies able to offer superior service to their stakeholders and have better and far reaching long term and short term objectives. Brand orientation affect market performance as it increases awareness and attained desired customers and market shares. However, according to Baumgarth (2010), the economic performance can only be affected indirectly as it defines the financial outcome of the actions made. Most brand oriented firms are two times more profitable than the least brand oriented firms (Gromark & Melin,2010).

Performance can be measured by using financial and non-financial metrics. The financial metric is profitability, in terms of growth from one financial period to another. The non-financial metrics include share of the market, which is the portion of the industry's total revenue that is won by a single organization over a particular time period, productivity

which is how effective the productive effort is in an industry, as measured in terms of the rate of output per unit of input, product leadership which is whereby companies take over their markets because they consistently offer the best and most innovative products or services in their industry, public responsibility which include legal and ethical behavior and stakeholder responsibility, development of personnel which covers activities which improve awareness, identity, talent and potential development and building of human workforce that improves employability, enhancing the quality of life and contribute to the achievement of personal aspirations and dreams, employee attitudes which is the tendency to respond towards a certain idea, object, person, or situation and a balance between short and long-range objectives (Kaplan & Norton, 1992)

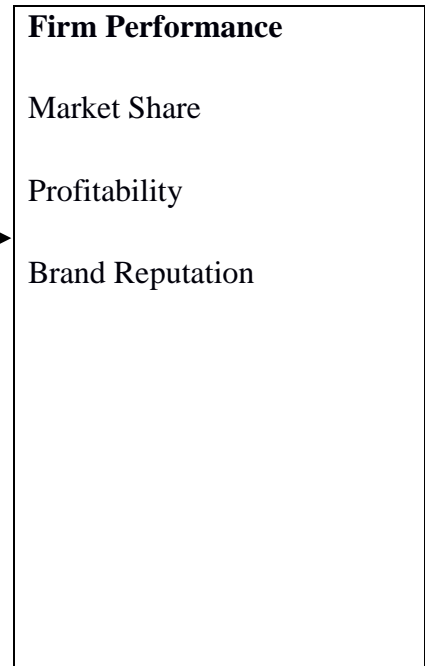
2.5 The Conceptual Framework

BRAND ORIENTATION



Independent Variable

FIRM PERFORMANCE



Dependent Variable

Figure 1: Conceptual Framework

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This section describes the method that was applied in conducting the research study. It includes what the research design entailed, the population targeted, the instruments used to collect data and data analysis.

3.2 Research Design

This study used a descriptive cross-sectional survey design. This design was used to gather information at a single point in time from a population. The study was about the influence of brand orientation on the performance of daily newspapers in Kenya. It was therefore justified that a cross-sectional surveys was most suited for the study. Cross sectional survey is based on a single examination of a cross-section of a population at one point in time. Additionally, it is highly reliable, is easily obtained by presenting all respondents with a standardized stimulus which makes sure that the respondents subjectivity is widely eliminated (Mugenda and Mugenda,1999). For this type of research study, a subset of the population was selected, and from these individuals, data that was to be used to help answer the research question was collected (Kothari, 2004).

3.3 Population of Study

The population of the study was all the daily Newspaper print media publication houses. in operation as at 30th August, 2016. According to the Audit Bureau of Circulation, as at 30th August, 2016, there were four daily (4) print media houses in Kenya. These four

print media houses formed the population of the study. These are Nation Media Group, Standard Group, MediaMax Limited and Radio Africa Group.

3.4 Data Collection

The data that was collected was primary data which was collected from the study respondents. These comprised of the advertising managers, team leaders, business managers and advertising account executives in all the four daily newspapers companies in Kenya. This brought a total of 12 respondents. The drop-and-pick distribution method was used to administer the questionnaire which was the research instrument. Because of the need to have detailed, well thought out responses, the method offered the respondents enough time and privacy to fill the questionnaire at their convenience.

3.5 Data Analysis and Presentation

Both quantitative and qualitative techniques were used. The data from the questionnaires was coded and analyzed with the aid of Statistical Package for Social Sciences (SPSS). The data obtained from the research instruments was analyzed using descriptive statistics; frequencies and percentages, means and standard deviations as well as inferential statistics. The data was then presented in the form of frequency tables. Regression analysis was performed to determine the relationship between brand orientation and performance.

CHAPTER FOUR: DATA ANALYSIS, INTERPRETATION AND PRESENTATION

4.1 Introduction

This chapter presents the analysis, interpretation and presentation of the research findings. The purpose was to presents the analysis and findings of the study as set out in the research methodology. The research data was gathered using questionnaires as the primary research instrument that was designed in line with the research objectives of the study.

4.2 Respondents' Demographics

This section analyses the demographic information of the individual respondents and the respondent's place of work. This was in order to understand the credentials of the respondents in order to understand their ability to give relevant information that would be useful to the study.

4.2.1 Response Rate

A 70% and above response rate is adequate for analyzing and reporting. The study targeted 12 respondents in collecting data. (Mugenda and Mugenda, 1999) All the targeted respondents were able to fill in and return the questionnaire resulting in a 100% response rate. Such a high rate of response enhances the reliability of research findings.

Table 4.1 Response Rate

Target Population	12
Reponses	12
Response Rate	100%

4.2.2 Daily Newspaper Employer

The study was seeking to find out the daily newspaper the respondents' worked for. Knowledge of the employer was important to ensure equity of representation which enhances equity of opinion and hence reliability of the findings.

Table 4.2 The Daily Newspaper The Respondents' Work For

	Frequency	Percent	Valid Percent	Cumulative Percent
People Daily	3	25.0	25.0	25.0
Standard Newspaper	3	25.0	25.0	50.0
Daily Nation	3	25.0	25.0	75.0
The Star Newspaper	3	25.0	25.0	100.0
Total	12	100.0	100.0	

Source: Author 2016)

The study found out that 25% of the respondents worked for People Daily, another 25% of the respondents worked for The Standard Newspaper, another 25 % of the respondents worked for The Daily Nation while another 25% of the respondents worked for The Star Newspaper. This is an indication that all the respondents' organizations received equal representation and hence the reliability of the findings.

4.2.3 Length of Time the Publications Have Been in Operation

The researcher was seeking to find out how long the target organizations have been in operation. The findings are below on Table 4.3.

**Table 4.3 How long the Publication has been in operation
How many years has it been in operation**

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Below 50yrs	5	41.7	41.7	41.7
50-100yrs	4	33.3	33.3	75.0
Above 100yrs	3	25.0	25.0	100.0
Total	12	100.0	100.0	

The findings on table 4.3 indicate that 42% of the respondents said that their publication has been in operation for less than 50 years, 33 % of the respondents indicated that their publication has been operational for between 50 and 100 years while 25% of the respondents indicated that the publication has been in operation for more than 100 years. The Study concludes that the length of operation of the publication is significant towards drawing conclusive findings from the study.

4.2.4 Daily Circulation of the Publication

The study was seeking to establish the daily circulation of the newspapers .The daily circulation numbers is a good indicator of performance. Higher circulation is an indication of better performance.

Table 4.4 Daily Circulation of the Publication

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 100-150	6	50.0	50.0	50.0
151-200	3	25.0	25.0	75.0
Above 200	3	25.0	25.0	100.0
Total	12	100.0	100.0	

Source: Author (2016)

From the results, the study found out that 50% of the media houses have a circulation of between 100,000 to 150,000 copies daily. 25% of the media houses have a circulation of between 150,000 to 200,000 copies daily. 25% of the media houses have a circulation of above 200,000 copies daily. This is an indication of wide enough performance gaps between the different Daily Newspapers enough to make relevant conclusions to this study.

4.2.5 Number of Daily Publications

The study sought to establish the total number of daily publications that each print media house prints. The findings are indicated in the table below;

Table 4.5 Number of Daily Publications

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid 1-2	9	75.0	75.0	75.0
Above 5	3	25.0	25.0	100.0
Total	12	100.0	100.0	

The findings indicate that 75% of the media houses have between 1-2 publications daily while 25% have above five. This therefore means the on average a media house has at least two publications daily. This is an indication that the daily newspaper brand for all media houses are active and hence can be relied upon to make conclusive decisions.

4.2.6 Position Held in the Print Media House

The study sought to establish the positions the respondents held in their respective Print Media Publications .The findings are indicated in the table below.

Table 4.6 Position Held in the Daily Newspaper

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Business Executive	3	25.0	25.0	25.0
Advertising Manager	1	8.3	8.3	33.3
Business Manager	3	25.0	25.0	58.3
Sales Executive	1	8.3	8.3	66.7
Middle Management	1	8.3	8.3	75.0
Commercial Manager	3	25.0	25.0	100.0
Total	12	100.0	100.0	

The findings indicate that 25% of the respondents were Business Executives, 8.3 % were Advertising Managers, 25% were Business Managers 8.3 % were Sales Executives, 8.3 % were Middle Management and 8.3 % were Commercial Managers. This is an indication that all the respondents varied positions related to brand marketing and hence their contributions to this study will be relevant.

4.3 Level of Influence of Brand Orientation

4.3.1 Brand Culture

The table below is the representation of the respondents' perception on the level of influence of brand Culture. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all,2= little extent ,3= Moderate extent,4= Great extent,5= very great extent.

Table 4.7: Brand Culture

Brand Culture	Mean	Std. Deviation
The development of a strong brand is a top priority	4.6667	0.49237
In our organization the brand is always considered to be very important	4.75	0.62158
We have clearly defined brand values	4.25	0.75378
We expect that every employee "lives"the brand and follows the corporate behaviour, communication and designed guidelines	4.4167	0.66856
The employees display visible branding elements when in contact with customers (eg nameplate with logo)	3.1667	0.93744
There is a written down brand book that describes brand identity	3.75	1.54479

From the findings above, to a very great extent, a strong brand development is a top priority to the organizations as indicated by a mean of 4.6667 and the brand is always considered to be very important as indicated by the mean of 4.75.

To a great extent brand values are clearly defined as indicated by a mean of 4.25 and every employee is expected to "live" the brand and follow the corporate behavior, communication and designed guidelines as indicated by a mean of 4.4167 and there is a written down brand book that describe brand identity as indicated by the mean of 3.75

To a moderate extent employees display branding elements when in contact with customers like a nameplate with logo as indicated by the mean of 3.1667. All the responses have a standard deviation of less than 1.5 an indication of closeness of respondents' opinion.

4.3.2 Brand Reality

The table below is the representation of the respondents' perception on the level of brand reality. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all, 2= little extent , 3= Moderate extent, 4= Great extent, 5= very great extent.

Table 4.8: Behavioral layer/ Brand Reality

Behavioral layer/ Brand Reality	Mean	Std. Deviation
We measure regularly the strength of our brand [eg brand awareness, brand image]	4.33	0.89
The vision and the brand are constantly reviewed and developed in workshops further	3.83	1.19
An integrated market communication approach is implemented	4.00	0.85
Brand management workshop take place regularly	3.25	1.14

The findings indicate that to a great extent, the organizations regularly measure the strength of their brand as indicated by a mean of 4.33. The vision and the brand are constantly being reviewed and developed in workshops further as indicated by a mean of 3.83 and they implement an integrated market communication approach as indicated by a mean of 4.00. To a moderate extent brand management workshop take place regularly in organizations as indicated by a mean of 3.25.

4.3.3 Stakeholder Partnership

The table below is a representation of the respondents' perception on stakeholder partnerships in the respondents' organizations. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all, 2= little extent , 3= Moderate extent, 4= Great extent, 5= Very great extent

Table 4.9: Stakeholder Partnership

Stakeholder Partnership	Mean	Std. Deviation
The brand is essential for corporate decision making	3.83	1.03
New ways of creating value in the product and services to the customers are constantly being sought	4.33	0.89
Customer feedback is encouraged as it helps the organization do a better job	4.00	1.04
Brand facilitates a differentiation from competitors	3.92	1.00
Customer satisfaction measurement is done on a regular basis	3.42	1.08
An important part of the business strategy is after-sales services	3.75	0.97

The findings indicate that to a great extent the brand is essential for corporate decision making as indicated by a mean of 3.83. The organizations are constantly seeking new ways of creating value in the product and services to their customers as indicated by a mean of 4.33. Customer feedback is encouraged because it helps the organization do a better job as indicated by a mean of 4.00. Brands facilitate a differentiation from competitors as indicated by a mean of 3.92 and an important part of their business strategy is after-sales services as indicated by a mean of 3.75. To a moderate extent the organizations measure customer satisfaction on a regular basis as indicated by a mean of 3.42.

4.3.4 Brand Leadership

The table below is a representation of the respondents' perception on brand leadership in respondent organizations. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all, 2= little extent ,3= Moderate extent, 4= Great extent, 5= very great extent

Table 4.10: Brand Leadership

Brand Leadership	Mean	Std. Deviation
We regularly monitor our competitors marketing effort	4.25	0.75378
Information about the competition to help support marketing effort is collected frequently	3.9167	0.9962
Instructions for monitoring and reporting on competitor activity	4.0833	0.9962
Rapid response to competitors 'action	4.1667	0.83485
Competitors 'action is often discussed by top managers.	3.75	1.28806

The findings indicate that to a great extent the organizations regularly monitor competitors 'marketing effort as indicated by a mean of 4.25. Data about the competitors to help support marketing effort is collected frequently indicated by a mean of 3.9167. Instructions to monitor and report on competitor activity are given as indicated by a mean of 4.0833 and they respond rapidly to competitors' action as indicated by a mean of

4.1667 and their top managers often discuss competitors' action as indicated by a mean of 3.75.

4.3.5 Departmental Coordination

The table below is the representation of the respondents' perception on departmental coordination in respondents' organizations. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all,2= little extent ,3= Moderate extent,4= Great extent,5= very great extent

Table 4.11: Departmental Coordination

Departmental Coordination	Mean	Std. Deviation
Market information is shared within the organization	3.9167	0.9962
Person in charge of various business operation are involved in making business plans or strategies	4.25	0.96531
We do a good job in assimilating the activities inside the organization	3.6667	0.88763
Regular inter-organizational meeting to discuss market trend and developments are held	3.6667	0.98473
Customer needs are discussed in the firm	4	1.04447

The findings indicate that to a great extent, market information is shared within the organization as indicated by a mean of 3.9167. Persons in charge of various business operation are involved in making business plans or strategies by a mean of 4.25. They do a good job in assimilating the activities inside the organization as indicated by a mean of

3.666, Regular inter-organizational meeting to discuss market trend and developments are held as indicated by a mean of 3.6667. The firms regularly discuss customer needs as indicated by a mean of 4.

4.3.6 Brand Communication

The table below is the representation of the respondents' perception on brand communication in respondent organizations. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all,2= little extent ,3= Moderate extent,4= Great extent,5= very great extent

Table 4.12: Brand Communication

Brand Communication	Mean	Std. Deviation
Branding is essential to the organization's strategy	4.5833	0.66856
Branding flows through all organization's marketing activities	3.75	0.86603
Branding is essential for running of the Organization	4.25	0.75378
Branding is an important asset for us	4.3333	0.88763

The findings indicate that to a very great extent branding is essential to strategy as indicated by a mean of 4.5833. To a great extent branding flows through all marketing activities as indicated by a mean of 3.75, branding is essential in running the organization as indicated by a mean of 4.25 and branding is an important asset for the organization as indicated by a mean of 4.3333.

4.4 Brand Orientation and Brand Performance

The table below is the representation of the respondents' perception on the effect of brand orientation on brand performance in respondent organizations. The percentage is the representation of the majority opinion of the respondents in reference to the likert scale data which 1= Not at all, 2= little extent, 3= Moderate extent, 4= Great extent, 5= very great extent

Table 4.13: Brand Performance

Brand Performance	Mean	Std. Deviation
We have reached the desired market image	3.4167	0.90034
The firm has a strong reputation in the market	4	1.12815
The firm has built a strong customer brand loyalty	3.8333	1.02986
The brand has a strong brand awareness in the market	3.8333	1.02986
Our return on investment [ROI] has gone up markedly [significantly]	3.5	1.24316

The findings indicate that to a great extent the firms have a strong reputation in the market as indicated by a mean of 4, firms have built a strong customer brand loyalty as indicated by a mean of 3.8333. Their brands have strong brand awareness in the market as indicated by a mean of 3.8333 and the return on investment [ROI] has gone up markedly [significantly] as indicated by a mean of 3.5. To a moderate extent they have reached desired image in market as indicated by the mean of 3.4167.

4.5 Discussion of the Findings

From the findings above, to a great extent a strong brand development is a top priority for the organizations and the brand is always considered to be very important, brand values are clearly defined and every employee is expected to "live" the brand and follows the corporate behavior, communication and designed guidelines and there is a written down brand book that describe brand identity. This establishes a unique brand culture within the organization. To a moderate extent employees display branding elements when in contact with customers e.g nameplate with logo. When a brand has strong, favorable and unique brand associations, brand equity occurs. This is important when establishing customer based brand equity.

The findings indicate that to a great extent, the organizations regularly measure the strength of their brand and the brand is essential for corporate decision making. The organizations are constantly seeking for innovative means to create customer value in their product and services. The organizations encourage feedback from customers because it helps the organizations do a better job. Brand facilitates a differentiation from competitors and after-sales services forms a vital part of the organizations strategy. To a moderate extent customer satisfaction measurement is done on a regular basis. The vision and the brand are continuously reviewed and further developed in workshops and they implement an integrated market communication approach. To a moderate extent brand management workshop take place regularly in all the organizations. By measuring the strength of the brand, the depth and breadth of brand awareness is established. This

creates a relevant meaning that ensures brand reality is understood clearly by all stakeholders within the organization.

The findings indicate that to a great extent the organizations monitor competitors' marketing efforts regularly, they frequently collect information about their competitors to support marketing. Competitor activity is monitored and reported and also responded to rapidly and their top managers discuss competitor's actions often. The findings indicate that to a great extent, market information is distributed inside the organizations and the people in charge of different operations within the business are involved in preparing business plans/strategies, they do a good job assimilating the activities within the various organizations, they regularly have inter-organizational meetings to review market trends and developments and regularly discuss the needs of the customers. The findings also indicate that to a very great extent branding is essential to strategy. To a great extent branding flows across all marketing activities and is essential in the running of these organizations and branding is an important asset to all the organizations. Here brand communication is ensured when different operations within the business are involved in the preparation of business plans and strategies.

CHAPTER FIVE: SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter provides a summation of the findings from the previous chapter, chapter four. The chapter also gives the conclusions and the recommendations of the study based on the objective of the study. The objective of the study was to establish the influence of brand orientation on the performance of Daily Newspapers in Kenya.

5.2 Summary of the Findings

Brand orientation has been seen as an approach to be adopted with the aim of improving the performance of daily newspapers in Kenya. The goal of improving performance can be well achieved through incorporating brand orientation in any daily newspaper's strategy. When brand orientation is practiced in an organization, a proper brand identity is established both in depth and breadth creating proper brand relationships that are characterized by intense active loyalty. The study showed that the daily newspapers have adopted the various measures of brand orientation in their strategy. These are practiced with different degrees of intensity but to a great extent. From the findings, it can be concluded that brand orientation influences the performance of Daily Newspapers to a large extent. The study also showed that since they all have not reached their desired image in the market (Mean score-3.4), they still need to use strategies that can enhance their performance and brand orientation is seen as a potentially successful strategy that can be implemented.

5.3 Conclusions

The findings indicate that daily newspapers have to a large extent adopted brand orientation as a strategy for influencing the performance of the organization. The practices adopted range from brand communication where all branding activities flow through all the marketing activities (Mean score-3.75), through inter-departmental coordination that ensures persons across all departments are involved in the developing of strategy ensuring that any message passed all through branding activities is consistent (Mean score-4.25). The study also finds that to a large extent the daily newspapers have adopted monitoring of the competition so that they are aware of what their competition is doing and therefore are able to respond appropriately to competitors marketing effort(mean score-4.1667).

5.4 Recommendations

Analysis from the study findings indicate that brand orientation influences the performance of daily newspapers in Kenya. The researcher therefore recommends that daily newspapers should consciously and deliberately employ brand oriented strategies which can easily be implemented once they have been understood at all levels of the organization. The study recommends that for organizations to improve on their performance, they should work on improving the implementation of the brand orientation practices in order to fully maximize on the influences gained from being brand oriented. Daily newspapers should also desire to involve the key stakeholders more in the implementation of brand orientation activities especially by involving the employees who are key in implementing the brand oriented activities and also by measuring customer

satisfaction and encouraging customer feedback. Continuous training and workshops for the employees on brand orientation should also be prioritized. This will invoke a better understanding of the process and be able to give better results in terms of performance as they will be empowered.

5.5 Suggestions for Further Study

This study has explored the influence of brand orientation on the performance of daily newspapers in Kenya. There are various factors that may have a direct bearing on the study but have not been the focus of this particular study. It is therefore suggested that further studies to be conducted to establish the effect of brand orientation on the performance of fast moving Consumer Goods. Further, a study can be done on the influence of the growth of use of the Internet on brand orientation in Kenya.

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APPENDICES

APPENDIX 1: QUESTIONNAIRE

SECTION A : BACKGROUND INFORMATION

1. Which daily print media publication do you work for?
2. How many years has it been in operation?
3. What is the circulation of the publication?
4. How many publications does your media house have?
5. What is your position in the print media house?

SECTION B: LEVEL OF INFLUENCE OF BRAND ORIENTATION

To what extent do you agree with the following statements on a scale of 5=Very great extent, 1= Not at all

Brand Culture	1	2	3	4	5
The development of a strong brand is our top priority					
In our organization, the brand is always considered to be very important					
We have clearly defined brand values.					
We expect that every employee “lives” the brand and follows the corporate behavior, communications, and design guidelines.					
Our employees display visible branding elements when in contact with customers (e.g., nameplate with logo).					
We have a written down brand book that describes our brand identity					

Behavioral layer/ Brand Reality	1	2	3	4	5
We measure regularly the strength of our brand (e.g., brand awareness, brand image).					
The vision and the brand are continuously reviewed and further developed in workshops					
We implement an integrated market communication approach.					
In our organization, brand management workshops take place regularly.					

To what extent do you agree with the following statements on a scale of 5=Very great extent, 1= Not at all

Stakeholder Partnership

	1	2	3	4	5
The brand is essential for corporate decision making					
We are always looking for new ways to create customer value in our products and services					
We encourage customer feedback because it helps us do a better job					
Brand facilitates a differentiation from competitors.					
We measure customer satisfaction on a regular basis.					
After-sales service is an important part of our business strategy					

Brand Leadership

	1	2	3	4	5
We regularly monitor our competitors' marketing efforts.					
We frequently collect data about our competition to help support our marketing.					
Our people are instructed to monitor and report on competitor activity					
We respond rapidly to competitors' actions					
Our top managers often discuss competitors' actions					

To what extent do you agree with the following statements on a scale of 5=Very great extent, 1= Not at all

Departmental Coordination

	1	2	3	4	5
Market information is shared inside our organization					
Persons in charge of different business operations are involved in preparing business plans/ strategies					
We do a good job integrating the activities inside our organization					
We regularly have inter-organizational meetings to discuss market trends and developments					
In our firm we regularly discuss customer needs					

Brand Communication

	1	2	3	4	5
Branding is essential to our strategy					
Branding flows through all our marketing activities					
Branding is essential in running this company					
Branding is an important asset for us					

Brand Performance

	1	2	3	4	5
We have reached desired image in market					
Our firm has a strong reputation in the market					
Our firm has built a strong customer brand loyalty					
Our brand has a strong brand awareness in the market					
Our Return on Investment (ROI) has gone up markedly (Significantly)					