

**EVENT MANAGEMENT STRATEGY AND BRAND
PERFORMANCE OF LARGE ALCOHOLIC BEVERAGE
COMPANIES IN KENYA**

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**A RESEARCH PROJECT PRESENTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF
THE DEGREE OF MASTER OF BUSINESS ADMINISTRATION,
SCHOOL OF BUSINESS, UNIVERSITY OF NAIROBI**

2016

DECLARATION

This research project is my original work and has not been presented for examination to any other learning institution for the award of degree, diploma or certificate.

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DEDICATION

This work is dedicated to my husband James, wonderful son Tevis and lovely daughter Victoria for their unconditional love and continuous support. Your love, patience and kindness made my study a success. I spent a lot of my family time in the last two years, attending classes and doing my research work. You have been my source of joy, resilience and inspiration. I would never ask for a better family.

May God bless you and keep you.

ACKNOWLEDGEMENT

This study would not have been possible without the support of a number of individuals who dedicated their time and resources to guide, assist as well as critique this study.

I am deeply indebted to my supervisor Dr Raymond Musyoka for his guidance and insightful assistance in the undertaking of this study.

To all the esteemed lecturers at the University of Nairobi who contributed in one way or another to my success throughout this course – I am most grateful.

To all the respondents who gave feedback to my interview guide. I appreciate their time, support and willingness to share information with me despite their busy schedules. I am grateful for the valuable assistance, without which this research project would never have been realized.

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ABSTRACT

This study investigates how events management strategy and brand performance have been used in the major alcoholic beverage companies in Kenya. In view of the contributions of the alcoholic beverage companies in Kenya, it is important to note that their existence has helped in employment creation plus contribution to the exchequer. The alcoholic beverage companies in Kenya provide thousands of jobs directly and indirectly both in Kenya and in East Africa at large. Other sectors like agriculture also benefit when farmers produce barley which is used in the brewing of beer. The farmers who produce barley and keep vineyards owe their existence to companies like East African Breweries Limited, Keroche Industries and Rift valley winery among others. Bottling and glass making companies like Central Glass Industries provide employment and glass bottle requirements to various local companies such as Coca-Cola among other companies. The external environment has been turbulent in the recent past especially with the introduction of 'Mututho' laws, hence having a significant effect on the alcoholic industry. This study is carried out to determine the effect of events management strategy and brand performance and how that performance is measured. Theoretical framework is based on the Resource Based Theory and the Consumer-Based Approach Theory. Data collected using qualitative and quantitative technique and presented by tables and charts. It was found out that alcoholic beverage companies must continue to use event management strategy and take it a notch higher, this will entail regularly measuring brand performance through creation of a platform that would overcome or cut through major and unprecedented operational, environmental and market complexities, strategically establish clarity and also articulate well strong and powerful brand opportunities in order to build strong brands. From the findings of the study, it is quite evident that major alcoholic beverage companies use events management strategy as a tool to enhance brand performance and in order to have strong brands that in overall ensure longevity of their organizations and generate good revenues. Based on the findings of the study and nature of the study, there are practical and theoretical recommendations that are necessary. The study recommends that alcoholic beverage companies continue to hold and outsource more marketing events even to other areas outside Nairobi and Kenya in general in order to capture larger market share and gain more competitive advantage, also that alcoholic beverage companies come up with a brand performance platform which will be data driven designed for business executives to identify the best path to build brands and pursue growth opportunities while ensuring high standards are delivered to customers. In conclusion, it is with expectation that the findings and results of this study will be of theoretical and practical significance to marketing professionals, future researchers and policy marketers in this country and abroad.

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

The term event management is defined as the application of project management skills in creating, organizing and developing of festivities, public events and public or corporate conferences. It is also entails the co-ordination of people, running or managing teams and ensuring features come together to create every kind of event. Shone and Parry (2004) definition of events is that it is an occasion that arises from non-routine actions having the objectives based on leisure, cultural, personal or organizational objectives set apart from the normal and routinized activity of everyday life with a purpose enlightening, celebrating, entertaining or challenging the know-how of a given group of people.

The study is anchored on the Resource Based Theory (RBT) brought forward by Wernerfelt (1984) emphasized by Barney (1991) and refers to a research earlier done by Penrose (1959). Central to the proposition of Resource Based Theory is that a firm is comprised of a set of unique corporate resources and several capabilities that enables it to be a basis for constant competitive advantage so long as they are of value, not easily gotten or rarely possessed, not substitutable and difficult to imitate, Barney (1991). The theory has a presumption that firms have different characteristics with capabilities that are not perfectly immobile across several organizations. According to this view, the general performance of a firm can be associated with its unique resources and not the industry structure, a proposition supported by Hall (1992) and Grant (1996); they also argued that resources can be classified as tangible and intangible assets. Carmeli and Tishler (2004) survey of intangible assets revealed that corporate reputation, corporate culture, and employees know-how were characterized as influential characteristics.

In view of the change in the marketing communications environment, companies have been forced to adapt or be swallowed. Technology and the internet have taken over various industries and they are critically transforming how the world socializes and communicates. At the same time, product branding is finding a way to become a key marketing area of focus for most companies Aaker and Joachimsthaler 2000; Kapferer (2005). The alcoholic beverage companies are innovating new ways of marketing their product portfolios across an array of modern platforms available like in the social media or networks, smart phones and also through experiential marketing events like the annual Oktoberfest in Nairobi. The use of intergraded communication mix elements to improve brand performance contributes immensely to the building of brand equity.

1.1.1 Concept of Event Management Strategy

The word event provokes the thought of visuals in a big concert stage with entertainment in terms of dance and music, acrobats and others. This can certainly be considered as an entertaining event prepared and outsourced either an experiential marketing company or a sponsor. In regards to event management, an engaging exercise in the field like selling of detergents in the devolved areas through street caravans, public shows and other promotional activities on ground when launching new mass market products. As both Erber (2002) and Holzbauer (2003) emphasized , events management is considered to be a strategic marketing tool for many companies who invest a lot of resources in order to build and maintain the image of their brand. With all this innovations and new ways of marketing, competition continues to grow fiercer. Event management strategy has become a vital marketing strategy used for competitive advantage. The concept of event management in the current business world is worth millions of dollars where they take

place, both locally and internationally, attracting and commanding a big audience. Events in television have also found space within our living rooms targeting members of a family who are influencers and buyers.

The concept of event management as a strategic tool for marketing brands has been instrumental in the growth of the alcoholic beverage industry in Kenya. Companies are continuously looking to get involved with the various below-the-line activities in order to compliment advertising in television, billboards and in such other places not to exclude public relations at large, which are the most commonly used forms of promotional mix elements. Event management in other terms can also be called marketing through experience. The strategy of events management is meant to remind and inform the customer through public shows and contests, trade exhibitions and other forms of promotions, organized seminars and conferences plus many others. Product launches use the event management strategy which in essence in modern business is seen to take the angle of project management steps from the time they are conceived to completion and execution. The purposeful role of an event is to make people happy through entertainment, remind them of company brands as well as communicate certain messages across while at the same time encourage interactions with the target audience. One has to think hard and weigh out options before executing a particular event while at the same time keep in mind the customers being targeted and other demographics associated with them. Silvers (2003) said that the corporates world is increasingly considering events for both for their internal as well as external organisational functions.

Companies from other various important industries have realised that holding events relevant to the right audience is an extra mile ahead of competition hence positioning the organisation as competitive and dominant. Mobile caravans are used during live entertainment street shows, sales promotions, conferences and seminars. These now go hand in hand with the regular print and media advertisements that the companies are involved with. These outdoor events are especially used by alcoholic and cigarette companies who in terms of policy and regulations are prohibited by law from marketing their products on mass media and in public domain. They utilise the medium of event marketing on a large scale. Although events are mostly popular among the Fast Moving Consumer Goods (FMCG) companies, clothing and textile industries, hospitality industry, and automobile companies also undertake event marketing to promote their products. Several companies across sectors for example the medicinal drugs and pharmacy sector are slowly coming to terms with the existence of more ways to putting their products out there in the market through the use of events thereby enabling them to keep focus on their customers.

More competitive companies are realising the potential of events marketing strategy as a way to executing plans to strengthen brands. Even though the costs involved are quite high as compared to other below the line methods, this strategy gives assurance of feedback and contributes greatly to marketing intelligence whose information is worthwhile and important to effectively compete in the vast market place as by Charistis (2009). The rural populace in Kenya is seen as potential market segments with huge purchasing power hence the reason why majority of companies are focusing or looking to set up shop in the anticipation of widening its market share due to devolution of

resources. Ground promotions and caravans in the upcountry now play an important role in the marketing strategy of companies. Planning of events has been a huge task for event management persons over time and that has enhanced the art of planning that cannot be ignored by business enterprises. As time goes by we notice that, some large and medium sized organizations are incorporating the use of events as a strategy to increase their market share, drive brand sales, enhance communication and also get real time feedback from their customers making marketing an exercise that involves all stakeholders and not confined to just the marketing department. Businesses and institutions are however using events to get sponsorships, strengthen business relationships and raising funds to contribute to worthy causes for example the Standard Chartered Nairobi marathon and many others around the country.

The many business sectors warming up to use of events management as a strategy in marketing their individual brands include, sports, tourism, banking, fast moving consumer goods (FMCGs), also music and communication industries. The events management phenomenon as put forward by Dwyer, Aktas, Wickens, Kesgin, Cengiz, Yenialp, (2008) is showing tremendous impact and success even in the tourism industry and hospitality sector at large both in local and international organizations of all sizes across various emerging sectors. Charistis (2009) reiterates that, events management provides an experience and establishes a connection within the consumer circle allowing them to experience feelings of satisfaction with what the company is offering in terms on product, services and existing external environment while at the same time accessed some information and meet required needs. Also that it is one aspect of marketing through experience where personal brand to customer involvement is concerned. This

elicits some emotional connection towards the brand and that attachment could translate to repeat purchase and eventually lead to brand loyalty which is a long term association with brands by customers due to certain unique or favorable elements.

Silvers (2003) concluded by adding that the real and experienced customer emotions towards certain products can move sales volumes upwards and put a spotlight on the image of the brand and this is considered as marketing through experience as it is the difference between telling people about features of a product or service and letting them experience the benefits for themselves first hand. Hence, if properly rolled out and done events management as a strategy could be just the most effective tool to effectively maintain and increase loyalty to company brands and at the same time enhance brand equity. Anton and Bryn (2004) observed that, events as a strategy can be used to bring customers into contact with a product and to create memorable experiences. Many organizations carry out various promotional activities not just to stay relevant but also to reach new markets and to remind customers and competition that they are still in business and exist fulfil certain needs directly. Schmader and Jackson (1990) added that, companies use events as an internal marketing strategy where employees are given opportunities to socialize with their peers by networking through events and conferences, and some organizations use sponsorship of events to leverage their brands in the market and to create brand associations.

1.1.2 Concept of Brand Performance

Brand performance is determined by how desirable a brand is and also how profitable it is and the fact that it should be able to deliver long term growth while at the same time reduce costs to improve the bottom line. On the concept of brand performance, there has

been a continuous and necessary effort to measure brand performance in the external environment. Where sales revenue is used as a basis for evaluating the success a particular company, brand performance goes a long way in helping to know how successful a particular brand has become. Brand performance evaluation is a crucial factor used to evaluate brand success in a dynamic market which eventually has a multiple effect to other brands and helps those various brands achieve their slated goals in their target market.

According to Keller (2003), brand performance is an indicator of how well a product meets target market expectations in terms of their tastes and preferences and how consistent the product is in terms of the products' features and user benefit, how reliable, its durability, is it serviceable, how effective and efficient it is, how its styled and designed, and finally the price of the product. Brands should be evaluated in order to bring out their strengths and weaknesses, and to determine internal and external forces that are elevating or hindering successful growth for which as a result will point out to the areas that need further investment required to fully gain the potential of the brand (Chaudhuri and Holbrook, 2001). Measuring of brand performance is core and is an integral part of brand management for every brand.

Brand performance quite often is regarded as an independent variable in the field of marketing and gives a closer and wider look of how a brand is performing in the market place. Moreover, it gives information on how other brands are doing in the vast market full of competition and new entrants. The performance of a brand can be broken down in several parts to include brand market performance and brand profitability performance. Brand profitability performance is basically a comparison of the financial share of a

brand with the retailing profits. This follows an evaluation using the profit and the margin of profit while the brand market performance main consideration is the market demands and evaluates the indices such as the level of sales and size of the market.

In order to achieve the best results when evaluating the brand performance, Aaker (1996) made a proposal of certain measures or indicators that are found in the market place in terms of consumer attitudes and other market behaviour. These measures would be evaluated and they include the size of the market or market share, costs of brand and distribution network. These indicators point out to the direction the company and brand take. The size of the market is most commonly used as the main indicator as it uses and provides a wider and more sensible reflection of the condition of a brand or its customers. Sometimes a brand might have an advantage in the end users' mind psychologically and this directly increases its share in the market and not vice versa. Aaker (1996) also emphasizes that the distribution of a brand is affected by whether its sales information is available and the market share. Brands that have a large market share or are dominant in the market within the region that is dormant, the brand will slowly lose its market share hence affecting its overall sales. Keller and Lehman (2003) considered how elastic the price of a product is, its price premium, the market share it commands, how its cost is structured, its profitability and its general success in the category it is associated in. These are used as the superior indices of measuring brand performance. According to the researchers, the brand premium is considered as the price added on a product that a consumer purchases and the price elasticity relies more on demand increasing or decreasing as a result of change in prices either upwards or downwards.

Brand Loyalty as defined by Oliver (1997) is, "a deeply held commitment to a preferred product/service consistently in the future, thus causing repetitive purchasing of the same brand, despite situational influences and marketing efforts having the potential to cause switching behavior". The term loyalty in marketing literature has often been used interchangeably with its operational or measurement definition to refer to a repeat purchase, a preference, a commitment and allegiance towards a brand product or service. In addition, loyalty has been referred to widely in a variety of market-specific contexts. For example in service, store and vendor loyalty which in contexts reflect the unit of measurement including customer and brand loyalty (Algesheimer and Herrmann, 2005). The consumer to brand relationship is however very critical to the building of brand loyalty (Fournier, 1994).

Keller and Lehman (2003) had a different outlook on the main indices of brand performance measurement and they considered the price elasticity, price premium, total market share, the cost structure, profitability and the success in category extension. According to findings from their research, it is clear that the brand premium is in fact the extra added price that a customer pays for the brand of a product while price elasticity is the increase or decrease of brand demand as a result of the rise or decline in prices. As earlier mentioned in this research, the market share is considered majorly as the most preferable index to measure the success of marketing activities generating sales of a product/brand.

1.1.4 Alcoholic Beverage Companies in Kenya

As the Kenyan economy continues to grow with the backing of increasing foreign investment coupled by a stable political leadership, there is an increased focus on the development of youth entrepreneurship. Due to favourable weather conditions in the

region, many entrepreneurs are taking up the art of manufacturing local and affordable alcoholic drinks as there is a very large market and demand for local goods. This is backed by a strong GDP growth of 5.6% in 2015, while inflation remains at a single digit level of 6.6%, the alcoholic drinks market grew marginally in 2015 hence bringing focus and interest in this industry. The main target market for the finished product for alcoholic companies is the growing middle class with high disposable incomes and a lifestyle overhaul. The dominant producer of alcoholic beverages in Kenya being East African Breweries Limited (EABL) has seen competition intensify in recent years from local brewers and wine masters like Keroche Industries, Rift valley Wineries and Ozzbeco Kenya Limited.

Although the dominant alcoholic drinks company is EABL, competition in Kenya's beer industry has increased tremendously in the recent years, as both macro brewers and microbrewers attempt to take advantage of naturally expanding markets. At the end of 2012, a local brewer, Keroche Breweries' main strategic plan was to raise its share of the beer market in Kenya from around 5% to 20% thereby increasing its capacity to meet the set target. One way to increase this capacity was to construct a new brewing plant whose annual capacity would be the production of one million hectolitres of beer, and this was eventually achieved in 2015 at an estimated cost of US Dollars 29.4 million. Fierce competition amongst alcoholic beverage companies has yielded creative strategies to attract customers in an industry where small indigenous manufacturers of traditional brews and low end wines and spirits have emerged following the enactment of Alcoholic Act 2010 popularly known as the Mututho law. Products from across the borders such as Konyangi spirits from Tanzania have also penetrated the alcoholic beverages market in Kenya.

An upsurge in modern malls has increased the number of retail outlets in residential areas across the country easing accessibility for consumers. The alcoholic drinks market in Kenya is expected to achieve a stronger performance over the forecast period than that of the review period due to population growth, the projected economic growth as well as heightened marketing activities. These are set to promote constant value and volume growth over the forecast period. An increase in rate of urbanisation and the rapid growth of the middle-classes in Kenya will drive growth thereby increasing government excise tax revisions for the economy as alcoholic beverages will likely promote volume growth over the forecast period.

1.2 Research Problem

Branding as a concept extends far beyond the marketing of a product and or service. According to Kotler (2008), a company's brand is a representation of its market identity in regards to who they are in terms of organization culture, what they do in terms of processes, what kind of quality they provide in their products and service, their reputation for trustworthiness and many more. The concept of branding engages several processes in order to arrive at achieving some level of uniqueness in the general appearance of the product and or service, its name and image as viewed psychologically in the mind of the consumer. Mainly this is done by carrying a consistent view, through promotional campaigns and continuous use of events as a strategy while marketing. Kotler and Gary (2011) believed that, the role of branding is significant in ensuring that there is a differentiated presence in the market for a company's product to ensure customer loyalty and their retention. Positive and satisfactory interactions with company products automatically lead to positive outcomes of brand loyalty, numerous referrals by friends, relatives, colleagues and other social circles as believed by Morrison and Crane (2007).

Real time brand interactions tend to increase absolute favourism of brands by consumers thereby encouraging long term associations between the brands and its market thus creating a competitive edge against the dynamic ever changing market.

With an expanding middle class which has given rise to a booming entertainment industry in Kenya and due to the aspirational nature of the middle class, the Kenyan alcoholic drinks market witnessed international brands, such as Budweiser beer and Officer's Choice Whisky, setting up shop in Kenya in order to meet demand among this target segment, which is brand-oriented and focused on quality with its high spending power. The middle class in Kenya is influenced by global trends, due to their global exposure through international travel and internet access shaping their behavior and consumption patterns. East African Breweries Limited continued to dominate the alcoholic drinks market in the year 2015, with a strong brand heritage developed over the years through continuous marketing activities. The company's decision to set up shop across the Kenyan borders and beyond, is very encouraging and is a step in the right direction in every aspect of enhancing distribution and accessibility of their products. The creation of new ideas to improve their products and also develop new ones show that a focus on specific customer segments who value quality and style. The company has made quite heavy investments to sustain the company in future and their core competence in terms of distribution coverage helps in maintaining its giant persona in the business market thereby creating a monopoly hard to break and barriers of entry extremely difficult.

Kabiru (2015) studied the effect of brand personalization on consumer choice a study of Kenyan Television industry. Mburu (2003) proposed four strategies that can be used effectively as brand leveraging strategies. A case study of a local company, Kenya

Breweries Ltd, which investigated the effect of brand leveraging strategies: brand extensions, pruning, positioning and co-branding as used by the beer brewing company. Thiong'o (2007) focused on how commercial sponsorships influence the consumer attitude towards brands, a case study of Nairobi residents. The study focused on commercial sponsorship and consumer attitude towards brands. Richard (2013) study focused on the impact of perceived quality on brand choice. The case study of non-alcoholic beverages and how their quality influence brand choice. Further research was recommended on other assets such as brand loyalty and brand awareness thereby creating a gap to be filled. At the international level, a study by Charistis (2009) was about developing and managing brand communities through event marketing strategies. The study provided insight in three aspects of brand communities by examining how an innovative marketing strategy like event marketing can be used in order to build and manage brand communities within the higher education sector. This research recommended exploring the role of event marketing in building and managing alumni associations at different levels of education.

The above mentioned studies have addressed various aspects of brand management. They have however failed to address events management and brand performance as strategies widely used by the alcoholic beverage companies in Kenya. This study therefore aims at answering the following research question; what is the effect of events management strategy and brand performance in the major alcoholic beverage companies in Kenya.

1.3 Objectives of the Study

The main objective of the study is to investigate how events management strategy and brand performance have been used in the major alcoholic beverage companies in Kenya.

The specific objectives of the study are;

- i. To determine the effect of event management strategy and brand performance of alcoholic beverages in Kenya.
- ii. To analyze the effect of event management strategy and brand performance measures on alcoholic beverages in Kenya.

1.4 Value of the Study

This study seeks to provide knowledge on the effectiveness of events management strategy and brand performance in the alcoholic beverages industry in Kenya. It can be used to develop coursework for universities both in Kenya and around the world. Presently a number of universities abroad provide courses in events and branding among them the Oslo school of management. In the study, some of the theoretical perspectives could be applied within organizations and in countries at large to improve organizational practices and enable practitioners and other participants to be more effective in implementation of policies and in overall events management and planning.

In addition to academic courses, the knowledge obtained can be used to encourage many associations and societies that deal with various aspects of the events management. These include public relations, print media, radio and television advertisers, catering services companies, logistics and transport service providers, décor and design experts, celebrity fashion, people relations, insurance service providers, finance and accounting and the list is endless for several other areas. This study will also provide insight of how events

management strategy can be of immense value to top management who would wish to use events management as a strategy to build and improve both brand and corporate image. Marketing professionals will be empowered in the application of events management strategy skills in problem solving within their organizations. A lot of work goes into the planning, organizing and coordination of event logistics in order to make it a success. Budgeting and post-event analysis is crucial or critical to the success of brand management and should be given utmost attention even when mentioning the effectiveness of events management strategy.

The study will also examine in detail how events management can be utilized to achieve superior brands in the market, increase brand equity and manage brand communities within the business environment and how it can enhance learning in the institutions of higher learning. All in all, this research study is meant to have a positive outcome of adding great value to the vast academic field of knowledge and challenge the management in board rooms to include the new concept of events management as a long-term strategy. In light of this, further discussions on the managerial implications of the findings of this study and other specific recommendations to various marketing practitioners and other related professions will be of great contribution. If applied effectively, event management strategies will ensure absolute development of strong brands and build brand communities in various other business sectors worthy of exploring. Events management is emerging as a marketing strategy as it is embraced as a fairly new way of doing things within both for profit and non-profit organisations. It is very interactive and can be used to give real time solutions to customer's complaints and also to introduce new products to the market.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

Theoretical review relevant to the topic of study will be discussed as well as empirical review relevant to the study and will clearly bring out the research gap.

2.2 Theoretical Foundation of the Study

Existing literature identifies a number of theories in branding and experiential marketing. A clear understanding in regards to brand personalization is quite essential for better practice of brand management through consumer based theory and the information process theory in consumer choice.

2.2.1 Consumer-Based Theory

Keller (1993) identified a significantly new way or logic to managing of brands and their performance and he emphasized that the perception of a brand in a customer's mind is cognitive and there is an assumption that strong brands hold unique and more likeable features in regards to the view of customers. The theory puts emphasis on the end user through a linear chain of communication from the sender or producer to the receiver that is the end customer. Consumer based theory proposes that consumers are the sole owners of brands and they dictate products to buy or use as long as it satisfactorily meets their needs in terms of tastes and preferences and user benefit.

The Consumer Based Theory has a strong view favouring end consumers be it individuals or organisations putting forward the assumption that the power of brands fall distinctively with customers in regards of the emotions towards brands over time.

Berridge (2006) put it that events management strategy helps in identifying and establishing brand positioning in the consumers' minds due to personal experiences through brand mantra, mental map, and core brand associations. Events management strategy has made major contributions to the overall planning, organizing and implementation of marketing activities associated with company brands through putting together a variety of brand elements while at the same time including and exploring into other not primary associations.

2.2.2 Resource-Based Theory (RBT)

The resource-based theory provides an important framework for explaining and predicting the basis of a company's ability to compete and perform (Barney et al., 2011); Slotegraaf et al., 2003); Vorhies and Morgan, 2005). All firms own or possess a variety of different resources, regardless of whether they are players in the same sector in business (Peteraf and Barney, 2003). These differences in resources goes a long way to show that different firms have more capabilities and skilled personnel than others or have better problem solving skills and processes. These unique resources enable them to stand out and ensure that certain activities are accomplished in an efficient and effective way more than others due to these unique resources. Hence, these differences in company resources may persist as per the resource immobility assumption brought about by the impossibility of having to trade these unique resources across firms within a similar industry and this in turn allows for the uniqueness of such resources to be effective and persistent over a long period of time (Barney and Hesterly, 2012). The resourced based theory further proposes that a firm which owns exceptional and unique resources as compared to few other firms have, and is able to control these unique resources the other firms find unfavorable financially or too hard to replicate or copy, that particular or

specific firm is most likely to generate strategic competitive advantage in the long run (Barney and Hesterly 2012).

The elements central to the Resource Based Theory are available resources and capabilities and this brings out certain differences which will help distinguish the two from dynamic capabilities which have in the recent past gained way within modern organizations through the resourced based theory. Resources possessed in an organization are assets utilized by firms in order to come up with or generate and act on the strategies to be implemented. According to Barney and Arikan (2011) a “resource” is defined as a tangible or intangible item belonging to an entity that can be used or can be drawn on by that entity to reach its vision, goals and objectives. Barney and Hesterly (2012) suggested that resources are based on four main categories of physical nature that is tangible assets, financial that is intangible, human nature in terms of labor, and organizational to refer to culture or way of doing things. Further to this, capabilities are regarded as a value add to the firm’s resources standing for specific resources that are embedded within an organization that are non-transferable and whose purpose is act as supportive constructs of the company’s unique resources in order to get maximum results in terms of production in regard to also the other resources belonging to the firm (Makadok, 2001). These capabilities are in the form of information that is regarded as useful in creating efficiency in operations thereby enabling the organization to use the available resources wisely for the long term good of the organization and also to minimize cost of production at the same time save on cost and time.

2.3 Events Management and Brand Performance

Raj, Walters and Rashid (2008) gave a definition of the concept of events management as the planning, coordination and directing an occasion that arises from actions that are non-

routine in nature but have certain expectations or objectives. These occasions that are not routinized could have some aspect of fun and leisure, also a cultural background, they could be personal or organizational objectives distinguishing the normal activity of daily life whose purpose is to make vibrant, celebrate and entertain or even challenge the experience of a group of people. Events management strategy cannot be compared to other fields since the concept is still in its infancy and cannot be compared to other fields as it fairly new and being tested in the marketing field. In the academic field of research institutions of higher learning and academic research researchers think that the concept which was started about 15 years ago is still very new and needs more time and resources to take it to the next level.

Event management happens to be lucrative in the field of business and recently it is one of the fastest growing industries in the country. At the beginning the majority of companies who were involved in the business of events management were large companies who organized and held big events like the Olympics, celebrity concerts, super bowl and many others. Most of them were international companies who had their subsidiaries in Kenya hence they brought their standardized marketing campaigns to try and capture the market locally. Locally, companies started to make inroads in the events management business by engaging in organizing small and medium events. This in turn captured other players in the corporate world as the need for getting to the target market efficiently and effectively was discovered. Eventually events management was fully incorporated as a marketing strategy in a majority of companies especially those in the entertainment and hospitality industry. The first moving consumer goods industry also discovered that the new concept of events management as a strategy was working. In the recent past we have experienced an upsurge of events being advertised every now and

then both in the print media and in television. It is encouraging to know that institutions of higher learning are starting to formally offer and design short courses in events management as a strategy in managing brands across all sectors of the business industry. It is slowly becoming relevant to consider event management as a concept to be used as a strategy in brand management. According to Yeoman, Robertson, Ali-Knight, Drummond, McMahon-Beattie (2003), the marketing departments involved with planning and execution of events has the mandate to ensure that all processes that goes into ensuring the success of marketing campaigns have the responsibility of ensuring that event projects are well planned and implemented at all times in order to be effective..

According to Van Der Wagen (2002), several public occasions and festivities have unprecedented impact on businesses and the environment they operate in. Events as a strategy are used by several different organizations in the various industries like charitable organizations, interest groups, political parties, hospitals and many others. Their objectives and agendas for holding these events is to solicit support by creating awareness mainly done by political parties, holding free medical camps to encourage and educate people on health matters for health institutions, civil education for interest groups, build business relationships for commercial companies, and many others that involve the general public. According to Getz (1997) events are classified as opportunities for leisure, education, togetherness and inclusivity and finally belonging to certain group or class outside the normal everyday routine. These events are custom made to fit specific sizes and complexities hence making every event independent with tremendous differences in terms of logistics involved.

In order to classify an occasion as an event it should conform to certain characteristics as outlined by Shone and Parry (2004). These characteristics include uniqueness,

intangibility, having a fixed time scale, labour intensity and perishable nature. The motives for participating in an event may be social, psychological, personal or organizational. Social motives include creation of community spirit and interaction with others, for example holding a clean-up activity. Psychological motives involve certain needs such as the need to eat, drink and be entertained for example a party, while the organizational motives typically relate to organizational objectives for example generating sales, building an organizations image and presence as well as giving the community sponsorship or support.

Getz and Wicks (1994) took a look at the direction that event management as a strategy is being adopted globally and his observation was that “festival and event practitioners belong to a new and rapidly growing career field. As with other emerging professions, the managers, marketers and coordinators occupying full-time positions have organized professional associations and are seeking certification. Those wishing to enter the field look to the associations, and increasingly to formal educational institutions, to provide appropriate academic qualification papers and or certificates which will hopefully ensure access to the better jobs as well as encourage numerous volunteers seeking recognition for their efforts and skills”.

Goldblatt (2000) view was that events management as a concept is slowly being unveiled in the marketing industry as a strategy as they change in magnitude, target audience and expected quality standards despite the fact that every event is independent and held for a different reason by a wide range of players within different industries and sectors. Getz & Wicks (1994), concluded their research by saying that “there are clear technical skills for event management, but less convincingly can there be said to exist theories of event management”.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter gives an outline for briefly discussing the most appropriate methods to be used to collect, analyze and interpret data. It further provides information regarding the research design, population of study, sample size and design, data collection and analysis. Research methodology brings out certain facts about the study that will enable the researcher to fill the gaps pointed out in the problem statement.

3.2 Research Design

The study adopted a descriptive research design which is well suited to present the situation as it is and the researcher has no control over the variables. According to Burns and Grove (2003), described that a descriptive research design is meant to provide a general picture of an event as it occurs over a given time period be it hours, days, and certainly months and years. It may be used to justify current practice and make judgment and also to develop theories. Hence, this study adopted a descriptive research design to bring out the objectives of the study. According to Cooper and Shindler (2003) descriptive survey design is appropriate if the study is concerned in finding out what, when, and how much of a phenomena.

3.3 Population of the Study

The population of study consisted of 20 respondents of whom are marketing managers, brand managers, brand associates and marketing executives of 10 major companies in the alcoholic beverage industry in Kenya. The criteria of selection was that 2 respondents

represented each of the 10 companies, and those considered as respondents were in frequent communication with customers and were involved with outdoor marketing activities. A census study was carried out in the alcoholic beverage organizations in Nairobi. (See Appendix III)

3.4 Sampling Design

A sample size of 20 respondents was intended to be used but only 18 of them responded. According to Mugo (1995) a sample for design must be specific enough so as to be able to provide readers with a clear understanding of the applicability of study. A sample size of 2 marketing professionals from each organization will be used. According to Mugenda (2011) a sample size has to be reasonably large enough in order to get the estimations and arrive at accurate estimates of population parameters. In the case where the population is significantly homogenous a small sample will produce accurate estimates of the measure. Further the sample size is often limited by available resources.

3.5 Data Collection

The researcher carried out a quantitative study, using both primary and secondary data. The primary data was collected using structured and semi-structured questionnaires, which provided a clear set of instructions for respondents for reliable data. The questions were open-ended and closed targeting specific respondents who were marketing professionals of the companies. The questionnaires were administered through personal interviews and electronic mail (e-mails) by the researcher. The secondary data source was the internet, library books and from other publications.

3.6 Data Analysis

Data was analyzed using descriptive statistics and both quantitative and qualitative methods were used in the process of data analysis. The responses were analyzed to reflect frequencies, percentages and mean averages. Standard deviation was computed to measure the variability of the population. Data was summarized in tables and figures to bring out the findings of the research. Correlation analysis was used to show the relationship between the two variables of event management (independent) and brand performance (dependent). Inferential statistics is used to determine the level of variability between different statistical outcomes.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter presents data analysis, findings, interpretation and presentation of data on events management strategy and brand performance. The main objective of the study was to investigate how events management strategy and brand performance have been used in the alcoholic beverages companies in Kenya. The study relied on both descriptive and inferential statistics in analysis.

4.1.1 Response Rate

A total of 20 questionnaires were distributed to the respondents in the 10 major alcoholic beverage companies, each company had 2 respondents. 18 respondents filled and returned the questionnaires distributed for this research, thereby giving a response rate of 90%. Mugenda & Mugenda (2009) assert that a response rate of 90% and above is satisfactory in a given academic research and hence we conclude that the current response rate for this study is acceptable.

4.2 Demographic Information of the Respondents

The demographic information of the respondents included gender, level of education and job title.

4.2.1 Gender of the Respondents

Respondents were asked to indicate their gender. Table 4.1 has the findings.

Table 4.1: Gender of the Respondents

Gender	Frequency	Percentage
Male	10	55.6
Female	8	44.4
Total	18	100

Source: Research data 2016

Table 4.1 shows the preliminary analysis reveals that majority of the respondents were males (10) as shown by 55.6% while the rest were females (8) at 44.4%.

4.2.2 Level of Education

Respondents were asked to indicate their highest level of education attained ranging from a higher diploma to PHD level. Table 4.2 has the findings.

Table 4.2: Level of Education

Qualification	Frequency	percentage
PHD	1	5.6
Masters Degree	4	22.2
Undergraduate Degree	11	61.1
Higher Diploma	2	11.1
Total	18	100

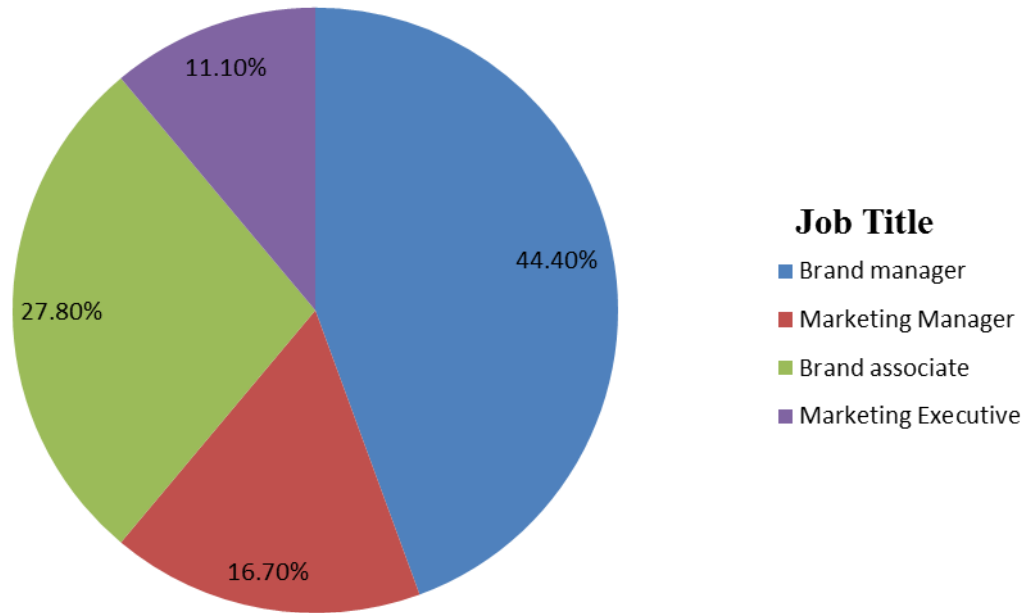
Source: Research data 2016

Table 4.2, shows that 5.6% of the respondents have PHD qualifications, 22.2% have a Masters degree, 61.1% have an undergraduate degree, 11.1% have a Higher diploma.

4.2.3 Job Titles of Respondents

Respondents were asked to indicate their job title which would reveal their influence in decision making. Figure 4.1 has the findings.

Figure 4.1: Job Titles of Respondents



Source: Research data (2016)

Figure 4.1 shows that 44.4% of the respondents were brand managers, 16.7% were marketing managers, 27.8% were brand associates and 11.1% were marketing executives. This revealed that 61.1% of the respondents who are brand managers and marketing managers are involved in strategic decision making of their brands.

4.2.4 Number of Employees

Respondents were asked to indicate the number of employees within their organization as presented in Table 4.3.

Table 4.3: Number of Employees

No of Employees	Frequency	Percentage
1-10	1	5.6
11-50	9	50.0
51 and above	8	44.4
Total	18	100

Source: Research data 2016

Table 4.3 shows that, 50% of the organizations have between 11-50 employees, 5.6% have 1-10 employees, and 44.4% have above 51 employees. This reveals that most of the alcoholic beverage organizations maintain a sizeable number of employees in order to focus on their core business of manufacturing and or distribution.

4.3 Events Management Strategy

The researcher required the respondents to indicate their views on events management strategy, the objectives the company expects to achieve through the various marketing events and the performance measures attained through the use on these events. The result of the data collected is represented in the tables below;

4.3.1 Extent of Use of Events as a Marketing Strategy

Table 4.4: Extent of Use of Events as a Marketing Strategy

Type of Events	Great extent (%)	Large extent (%)	Neutral (%)	Little extent (%)	Not at all (%)	%age	Mean score	Std. Dev.
Trade shows & exhibitions	43	32	22	3	0	100	2.09	.5611
Activations	89	5	5	1	0	100	2.53	.3456
Public shows	76	21	2	1	0	100	2.35	.3214
Contests	28	10	59	3	2	100	1.10	.0467
Company Parties	29	63 b	4	4	0	100	1.02	.6543
Sporting events	41	54	3	1	1	100	1.95	.291
Average							1.84	0.367

Source: Research data 2016

As shown on Table 4.4, the study required respondents to indicate the extent to which their companies apply the events stated as a strategy in Marketing. According to the average mean which is 2, it can be interpreted that the respondents use events as a strategy in marketing of the company brands. The findings in the table above shows that

to a great extent, 43 % of the respondents use trade shows and exhibitions to showcase their brands as a marketing strategy, the organizations also use activations to a greater extent in order to create brand awareness as indicated by 89% of the respondents. Public shows are used to a great extent at 76% in order to engage customers and encourage consumption. There is neutrality at 59% in the use of contests in marketing and 63% agreed that company parties are used to a larger extent as a way of entertaining customers and encourage more consumption of alcoholic brands. Outdoor sporting events are largely used by the organizations as indicated by 54% of the respondents, this brings them closer to the customer and consumption habits can be observed.

4.3.2 Extent to which Events Help in Achieving Specified Marketing Objectives

The respondents were required to indicate the extent to which events management as a strategy enables them to achieve below stated marketing objectives;

Table 4.5: Extent to which Events Help in Achieving Specified Marketing Objectives

Objectives	Great extent %	Large extent %	Moderate extent %	Little extent %	Not at all %	Mean score	Std. Dev.
Increase market share	28	66	3	3	0	2.76	.8960
Improve brand sales	65	30	4	1	0	2.95	.7652
Create brand awareness	57	42	1	0	0	1.96	.2451
Maintain customer loyalty	42	50	4	3	1	1.34	.3240
Gain competitive advantage	56	35	6	1	2	1.86	.5674
Encourage feedback	67	20	10	1	2	2.46	.2516
To remind customers	66	17	15	2	0	2.78	.8751
Average						2.30	0.5954

Source: Research data 2016

Table 4.5 shown above presents the results on extent to which events help in achieving specified objectives. According to the findings, events are used to a larger extent to achieve increased market share for alcoholic brands as indicated by 66% of the respondents. 65% of them indicated that events are used to a great extent in improving brand sales thereby having a positive impact on revenues. Creating brand awareness is vital to any organization and the more customers are aware of the brands the more likely they will purchase. This objective is achieved greatly by use of events a marketing strategy as indicated by 57% of the respondents. To a large extent, 50% of respondents agree that customer loyalty is maintained through the use of events because they associate and engage regularly through events which create a feeling of togetherness and longevity. Organizations strive to gain competitive advantage over their competitors. Through use of events as a marketing strategy, 56% of the respondents indicated that to a great extent this helps position the company and its brands as very competitive and a trend setter. Feedback from customers ensures that the company continues to produce the right and useful quality products for customers both existing and potential customers. Using events as a marketing strategy has to a great extent achieved the objectives of the organizations represented by 67% of the respondents. Customers require constant engagement with products in order to continue consuming them. The main objectives of marketing communications are to remind, attract and inform customers. 66% of respondents indicated that their organizations use events management strategy as a way to ensure that the customers are reminded of the existence of their products. According to the mean average, it can be ascertained that managers in the alcoholic beverage industry use events management strategy as way to ensure that they meet their marketing objectives.

4.3.3 Extent of Agreement for the use of Events Management as a Strategy to Achieve Specified Performance Measures

The respondents were asked to indicate whether the use of events management as a strategy is useful as a measure of performance of brands.

Table 4.6: Extent of Agreement for the use of Events Management as a Strategy to Achieve Specified Performance Measures

Performance measures	Strongly Agree %	Agree %	Neutral %	Disagree %	Strongly Disagree %	Mean	Std. Dev.
Increases market share	71	26	3	0	0	2.75	0.25
Increases brand sales	69	29	2	0	0	2.06	0.187
Maintains customer loyalty	54	43	2	1	0	1.94	0.176
Enhances brand equity	46	53	1	0	0	1.89	0.172
Meets customer satisfaction	55	44	1	0	0	2.29	0.208
Enhances competitive advantage	67	33	0	0	0	2.08	0.189
Enhances customer communication	34	66	0	0	0	1.89	0.211
Average						2.13	0.307

Source: Research data 2016

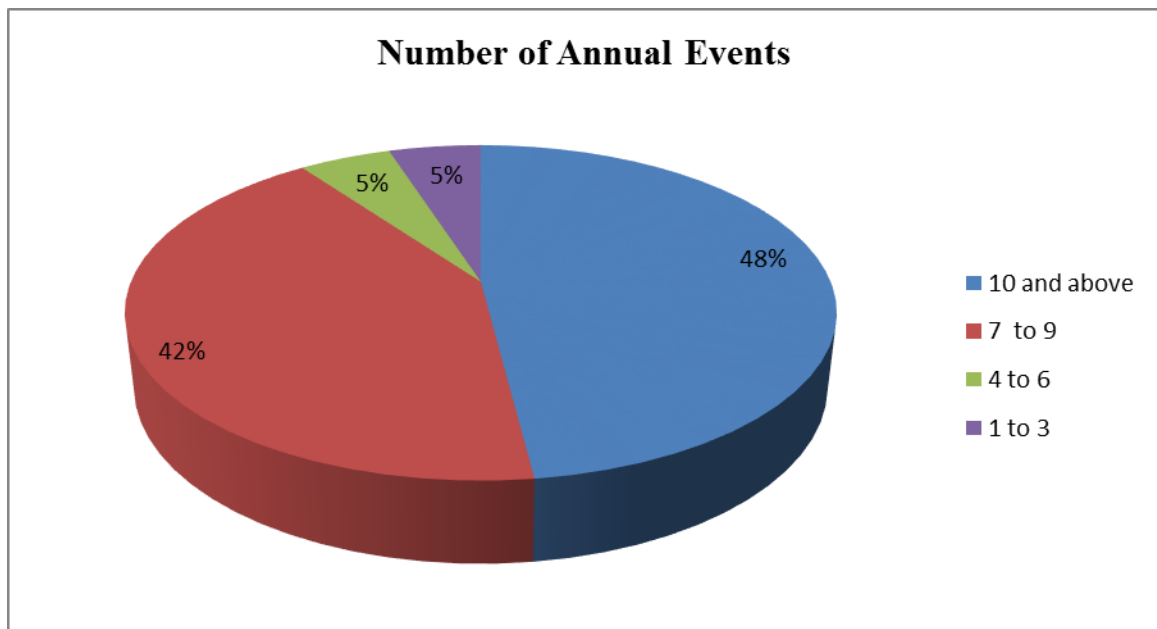
Table 4.6 shows the results as indicated by respondents on the extent to which they agree that events management as a strategy can be useful as a performance measure of their company's brands. 71 % of the respondents strongly agreed that increased market share as a measure of performance is possible through use of events management as a strategy. 69% strongly agreed that an increase in brand sales is an indicator of the usefulness of events management as a strategy. 54% also strongly agreed that customer loyalty as a measure of performance can be identified by use of events management strategy. Brand equity is enhanced by use of events management strategy as agreed by 53% of the respondents. 55% strongly agree that customer satisfaction can be greatly measured by use of events management strategy as customers will have a chance to engage closely

with the company representatives during company events. 67% strongly agree that events management strategy enhances competitive advantage as a market presence and relevance of organizations is felt and appreciated. 66% agree that constant customer communication is enhanced through events and this engages the customer closely with the organizations and market intelligence is collected for future use and interpretation by the companies.

4.3.4 Events to be Organized in a Year

The respondents were asked to indicate how many marketing events they would recommend to be organized annually as a strategy to evaluate brand performance.

Figure 4.2: Events to be Organized in a Year



Source: Research data (2016)

Figure 4.2 shows the respondents' recommendation for organizing events in a year. In order to regularly measure brand performance, 48% of the respondents recommended organizing more than 10 marketing events annually, 42% recommended 7-9 events per calendar year and 10% recommended less than 6 marketing events annually. From these

responses we can deduce that more marketing events ought to be organized annually for effective measurement of brand performance.

4.4 Brand Performance

The researcher required the respondents to indicate their views on brand performance, how it is measured and the indices and metrics of brand performance in relation to events management.

4.4.1 Indices of Brand Performance Measurement

The respondents were asked to indicate their preference on the use of indices used to measure brand performance in their organizations.

Table 4.7: Indices of Brand Performance Measurement

Indices of brand performance	Most preferred	Preferred%	Neutral%	Less preferred%	Least preferred%	%age	Mean score	Std. Dev.
Market share	72	10	10	8	0	100	1.79	.172
Distribution coverage	28	26	21	18	7	100	1.96	.178
Success in category extension	56	23	3	17	1	100	1.55	.141
Price elasticity	28	34	20	3	15	100	1.56	.142
Price premium	42	28	5	12	13	100	1.89	.172
Profitability	74	20	6	0	0	100	2.21	.201
Cost structure	62	12	12	8	6	100	1.85	.168
Average							1.95	.176

Source: Research data 2016

Table 4.7 presents the results as indicated by respondents on the indices they prefer to use when measuring brand performance in their organizations. Out of the seven (7) indices of measuring brand performance, profitability was mostly preferred by the respondents followed closely by market share at 72%. Cost structure was third at 62% followed by

success in category extension at 56%. Price premium was most preferred at 42% as compared to distribution coverage and price elasticity which were least preferred at 28% respectively. The conclusion deduced from these responses shows that alcoholic beverage companies mostly prefer to use market share and profitability to measure performance of their brands.

4.4.2 Brand Metrics used to Manage Brand Performance

The respondents were required to indicate the brand metrics that are likely used to successfully manage a brand to increase its strength and performance. The Likert scale used was that of; 5=most likely, 4=likely, 3=Neutral, 2=less likely, 1= Not likely.

Table 4.8: Brand Metrics used to Manage Brand Performance

Metrics/items	Mean score	STD. Dev.
Knowledge of brand in its competing category	1.89	0.172
Brand associations (brands true position in the customers' mind)	1.56	0.205
Rate of perception in the ability of brand to fulfil customer benefit	2.06	0.187
Attitude and loyalty towards the brand	2.29	0.208
Differentiation (uniqueness of your brand as customers think)	1.96	0.198
Brand strength in terms of price	1.85	0.175
Brand vitality (a measure of brand market place momentum)	2.20	0.201
Brand quality perceptions	2.27	0.201
Brand value perceptions	2.02	0.167
Emotional connection to the brand	2.68	0.250
Brand accessibility perceptions	1.94	0.184
Brand distribution	2.28	0.245
Brand market share	1.89	0.182
Brand profitability	2.08	0.191
Brand sales	2.69	0.254
Average	2	0.2

Source: Research data (2016)

Table 4.8 presents information indicated by respondents as to which brand metrics they use to maintain and increase brand performance. According to average mean of 2, it can be interpreted against a Likert scale that the respondents use all these metrics of brand performance. The widely used metrics would include brand sales, emotional connection to the brand, perceived brand delivery against the most important customer's benefits, attitude and loyalty towards the brand, brand distribution and brand profitability. The standard deviation of 0.2 indicates that there is very little volatility and remarkable consistence in the data sets.

4.4.3 Frequency of Measuring Brand Performance

The respondents were asked to indicate the frequency to which brand performance is measured. The findings are as shown in table 4.9 below.

Table 4.9: Frequency of Measuring Brand Performance

Duration	Frequency	Percentage (%)
Regular basis	8	44.4
Annual	7	39
Beyond annual	3	16.6
Not at all	0	0
Total	18	100

Source: Research data (2016)

Table 4.9 presents findings on the frequency to which brand performance is measured within the organizations. 44.4% of the respondent's measure brand performance on a regular basis followed by 39% and 16.6% who measure brand performance on annual and beyond annual respectively. The respondents also indicated that none of the respondents fail to measure brand performance.

4.4.4 Brand Performance Indicators

In the last question the respondents were asked to indicate how much they agreed with specified statements below and a scale of (5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1= strongly disagree) was used.

All the respondents strongly agreed that managers should actively and regularly measure brand performance to achieve successful brands as it is an important part in managing of a brand. The respondents also agreed that brand performance is a primary indicator/measure of brand equity over time and that brand performance can be used as a strategic tool to attract investor confidence on the brand, to elicit preference, enhance growth and get maximum economic returns. Brand performance can be a platform used to help professionals to create and gather facts to determine the best way forward in order to know how effective a brand is in terms of investments within the cycle of company sales. These findings are consistent with other scholars like Hoeffler and Keller (2003) who perceived that quite many ways are used to arrive at the kind of assessment to be used to influence value of brands in the market. This would include measures of increased advertising elasticity, decreased sensitivity to prices by competition, price premiums and the ability to secure and maintain distribution through channels. Keller (1993) identified a significantly new way or logic to managing of brands and their performance and he emphasized that the perception of a brand in a customer's mind is cognitive and there is an assumption that strong brands hold unique and more likeable features in regards to the view of customers. The theory puts emphasis on the end user through a linear chain of communication from the sender or producer to the receiver that is the end customer thus putting forward the assumption that the power of brands fall distinctively with customers in regards of the emotions towards brands over time.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the findings of the study in summary, deriving conclusions from the findings and further suggesting recommendations on way forward. It also gives suggestions for further studies on the topic of study.

5.2 Summary of the Findings

The main objective of the study was is to investigate how events management strategy and brand performance have been used in the major alcoholic beverage companies in Kenya. The study used both qualitative and quantitative methods to achieve the research objectives. The main instruments of data collection were questionnaires and personal interviews. Questionnaires were also sent to respondents in soft copies through electronic mail which was the most preferred means of delivery. The respondents, who were managers and key decision makers within the marketing departments, were carefully picked in each of the organizations in order to gain useful and relevant information, adding that they were well educated and had some ground or market experience with their products. The study revealed that events management strategy is used by alcoholic beverage companies in Kenya. The study also revealed that brand performance is important and is measured regularly in order to create strong brands with long product life.

Importantly, the study showed that young managers, who were the majority of respondents in this study, have put a lot of effort in ensuring that they remain innovative and active in the market place through organizing of various marketing events which remind, attract and inform customers of their companies' products and also to increase brand sales. Among the events that are popular with respondents were activations, public shows, trade and exhibitions, company parties and outdoor sporting events which attract larger crowds of targeted customers. The study has shown that these events when carried out successfully satisfy certain marketing objectives of; increasing market share, introducing new brands, maintaining customer loyalty and encouraging their feedback, creating brand awareness, ensuring customer satisfaction and gaining of competitive advantage.

Organizations strive to remain relevant and have longevity in the environments they operate in. This can be achieved by ensuring that performance measures are fully attained in the long run. The study revealed that these measures of performance were satisfactorily achieved through the use of events management strategy. They included; Increase in market share, increases brand sales, customer loyalty, good communication with customers, improved brand equity, enhanced competitive advantage and customer satisfaction. The results of the study affirmed that various indices are critical when measuring brand performance, done on a regular basis. Some of the stated indices included market share distribution coverage, success in category extension, price elasticity, price premium and profitability.

The study found that the respondents strongly agreed that managers should actively and regularly measure brand performance to achieve successful brands as it is an integral part of brand management, also that brand performance is a primary indicator/measure of brand equity over time which can be used as a strategic tool that gives confidence to investors and customers.

5.3 Conclusion of the Study

From the results it is quite evident that major alcoholic beverage companies use events management strategy as a tool to enhance brand performance. These companies also are keen to ensure that all aspects of brand performance are constantly managed in order to have strong brands that in overall, ensure longevity of their organizations and generate good revenues. It is concluded that the study was able to meet its research objectives. The main objective of the study was to investigate how events management strategy and brand performance have been used in the major alcoholic beverage companies in Kenya. Two more specific objectives of the study were met which were geared towards determining the effect of event management strategy and brand performance of alcoholic beverages in Kenya, and the effect of these strategies on performance measures.

5.4 Recommendations for the Study

Based on the findings of the study and nature of the study, there are practical and theoretical recommendations that are necessary. The study recommends that alcoholic beverage companies continue to hold and outsource more marketing events even to other areas outside Nairobi and Kenya in general in order to capture larger market share and gain more competitive advantage. The study also recommends that alcoholic beverage companies come up with a brand performance platform which will be data driven

designed for business executives to identify the best path to build brands and pursue growth opportunities while ensuring high standards are delivered to customers. The platform would cut through operational and market complexity, establish strategic clarity and articulate powerful brand opportunities that take the guesswork out of brand building and marketing decision-making to move businesses forward.

5.5 Limitations of the Study

As much as the study was able to meet its objectives, certain limitations were encountered by the researcher. Time was a major constraint especially to the respondents as they have busy schedules and requested that communication should be done in advance. There was also the hurdle of cost of research since collecting of data involved use of telephone calls, internet and transport to the organizations which are spread out within the city of Nairobi.

5.6 Areas Suggested for Further Studies

The study recommends that further studies be done where more participants are involved. It could be participants in other chains of distribution, customers, investors and other players who are in other geographical regions outside Nairobi. This is because different people might have varied experiences and also because new innovations and ways of doing business keep evolving as the world is faced with globalization.

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APPENDICES

Appendix I: Letter of Introduction



UNIVERSITY OF NAIROBI SCHOOL OF BUSINESS

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE.....

TO WHOM IT MAY CONCERN

The bearer of this letter

Registration No.....

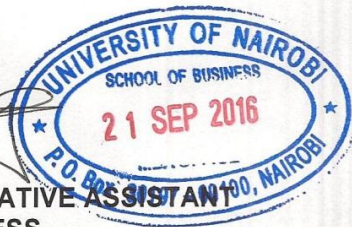
is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.

PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS



Appendix II: Questionnaire

SECTION A: GENERAL INFORMATION

Answer the following questions by ticking [√] in the relevant brackets or fill in where required.

1. Name:.....

2. Gender: Male [] Female []

3. Highest Level of Education:

a) PHD []

b) Masters []

c) Undergraduate Degree []

d) Higher Diploma []

4. Name of the Company:

5. Job title:

6. Number of employees in the company:

a) 1-10 []

b) 11-50 []

c) 51 and above []

8. For how many years has this organization been operational?

a) 1 - 5 []

b) 6 – 10 []

c) 11 and above []

SECTION B: EVENTS MANAGEMENT STRATEGY

(Tick [√] where appropriate)

9. Has your organization previously used events management as a marketing strategy?

i) YES []

ii) NO []

10. How do you prefer to organize marketing events within your organization?

- i) Inhouse []
- ii) Outsourcing []
- iii) Both of the above []

11. To what extent does the company apply the following events as a strategy in Marketing;

Events	Great extent	Large extent	Neutral	Little extent	Not at all
Trade shows and exhibitions					
Activations					
Public shows					
Contests					
Company Parties					
Outdoor Sporting events					
Any other (Please indicate).....					

12. To what extent do these events help in achieving the stated marketing objectives below?

Objective	Great extent	Large extent	Moderate extent	Little extent	Not at all
Increase market share					
Improve brand sales					
Create brand awareness					
Maintain customer loyalty					
Gain competitive advantage					
Encourage feedback					
To remind customers					

13. How many marketing events do you organize annually?

- i) Less than 4 []
- ii) Between 4 – 10 []
- iii) Above 10 []

14. To what extent you agree that the use of events management as a strategy helps to achieve the below stated performance measures. Please indicate by (Ticking [√] where appropriate) the most preferred statement; 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1= strongly disagree

Performance measures	Strongly Agree (5)	Agree (4)	Neutral (3)	Disagree (2)	Strongly Disagree (1)
Increases market share					
Increases brand sales					
Maintains customer loyalty					
Enhances brand equity					
Meets customer satisfaction					
Enhances competitive advantage					
Enhances customer communication					

15. How many events would you recommend a firm to use in a year, as a marketing strategy in evaluating brand performance?

- i) 1-3
- ii) 4-6
- iii) 7-9
- iv) 10 and above.

SECTION C: BRAND PERFORMANCE

16. Does your organization measure brand performance?

i) YES []

ii) NO []

If YES, please comment how.....

17. Consider below each of the indices of brand performance measurement. Please (**Tick [√] where appropriate**) how you prefer the use of each indices within your organization;

Indices of brand performance	Most preferred	Preferred	Neutral	Less preferred	Least preferred
Market share					
Distribution coverage					
Success in category extension					
Price elasticity					
Price premium					
Profitability					
Cost structure					

18. The following brand metrics are likely to be used to successfully manage a brand to increase its strength and performance within the organization. Please indicate how likely you would recommend the use of the metrics below. **Tick [√] appropriately** in the spaces provided in the table: **5=most likely, 4=likely, 3=Neutral, 2=less likely, 1= Not likely.**

Metrics/items	5	4	3	2	1
Brand awareness in the category of its competition					
Brand associations or its true position in the mind of customers					
Rate of perception in the ability of brand to fulfil customer benefit					
Customer attitude and level of trust towards the product					
Differentiation in terms of uniqueness of brand to customers					
Brand strength in terms of price					
Brand market place momentum in terms of its presence					
Brand quality perceptions					
Perceptions in terms of the quality of the product					
Level of appeal of a brand to the customer					

Accessibility perceptions for the product					
Brand distribution					
Brand market share					
Brand profitability					
Brand sales					

19. How often does your organization measure brand performance? (**Tick [√] appropriately**)

- i. Regular basis []
- ii. Annual basis []
- iii. Beyond annually []
- iv. Not at all []

20. The following statements relate to brand performance. Please indicate level of agreement with each by (**Ticking [√] where appropriate**); 5=strongly agree, 4=agree, 3=neutral, 2=disagree, 1= strongly disagree

Statements/Indicators	5	4	3	2	1
Managers should actively and regularly measure brand performance to achieve successful brands.					
The overall performance of a brand should be measured regularly					
Brand performance is a basic if not primary indicator and or measure of brand equity over a given period time.					
Brand performance is considered a strategic tool used to give investor confidence and other benefits.					
Brand performance can be a platform used to help marketing personnel and other professionals within the organization					
Brand performance can be used as a tool to help internal employees plan their marketing schedules properly.					

Appendix III: List of Major Alcoholic Beverage Companies in Nairobi, Kenya.

1. Ozzbeco Kenya Limited
2. Maxam Limited
3. East African Breweries Limited
4. Kenya Wine Agencies Limited
5. Wines of the World
6. Jovet Kenya Limited
7. Viva Product- line
8. Crown Beverages
9. London Distillers Kenya Limited
10. UDV Kenya Limited

Source: KAM 2015