



UNIVERSITY OF NAIROBI

SCHOOL OF THE ARTS AND DESIGN

**DETERMINANTS OF A GLOBALLY COMPETITIVE COUNTY BRAND IN
KENYA: A CASE STUDY OF MACHAKOS COUNTY**

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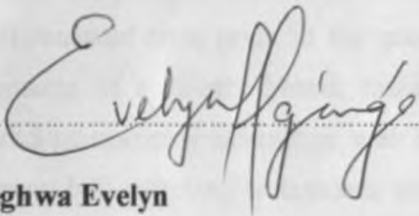


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**A RESEARCH THESIS PROJECT REPORT SUBMITTED IN PARTIAL
FULFILLMENT OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF
MASTERS OF THE ARTS DEGREE (DESIGN) AT THE UNIVERSITY OF NAIROBI**

DECLARATION


This research project is my original work and has not been presented for an academic award in any other institution of higher learning.

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

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ABSTRACT

First impressions of the County Government and its good name matters as the world becomes more inter connected, more competitive and more globalized. However, studies indicate that African regions are considered invisible, unattractive, least competitive, lack global appeal, lack clear brand identities, have a poor image, negative reputation and are lowly ranked globally. It is hypothesized that if Counties would position themselves as destinations of distinction, they would attract the world's trade, stimulate economic growth, stimulate investor confidence and political influence, enhance global partnerships, attract tourists and events and instill renewed civic pride in the people. This research seeks to provide insight into the determinants of a county brand, required to spearhead differentiation, promote innovativeness and competitive advantage with a case study of Machakos County, Kenya. Purposive and snow ball sampling techniques were used to select the county and sixty (60) respondents. Descriptive research design, interview guides and questionnaires were also used. The research findings indicate that branding the county is a long term, cumulative exercise which needs to undergo a continuous branding process. The county brand is considered complex because of its multi-faceted, multi-dimensional, multi-functional and multi-stakeholder nature. It requires strong County leadership in collaboration with stakeholders. Furthermore, branding requires proactive involvement of multi-disciplinary design management skills considered a key driver for county brand differentiation, innovation, competitiveness. Moreover, online branding was identified as the most effective communication tool. Further findings identified three ideal place branding models for Machakos County as, the NBI and CBI index as well as Kavaratzis (2004) model. Studies established that the brand identity and corporate culture need to be clear for the county to be competitive. Moreover, the county's myriad challenges such as lack of awareness on the county brand concept, inadequate resources and lack of hiring design skills need to be addressed. Evidence accumulated shows that a globally competitive county brand is increasingly considered an important asset for urban development. Therefore, its primary, secondary and tertiary communications need to be proactively designed, managed, promoted and protected. The research provides answers that all the independent variables are significant and are the key determinants required to influence the global competitiveness of the county brand. Additionally, the stakeholders' role is positively and significantly correlated to the effectiveness of the county brand strategy. Ultimately, the research findings inspired the researcher to come up with a model framework for branding Machakos County (5.4.1.1) and a project portfolio with meaningful design solutions promoting "One County, One Brand" with the theme, "A Better County by Design, 2014".

GLOSSARY OF KEY TERMS

Brand Architecture: The organizational approach between the mother brand and its many sub-brands in the design and management of its brand portfolio (Dinnie, 2011)

Brand Building Process: It begins with in-depth research, design of various prototypes, educate people on brand attributes and provide brand management, (Erlandson , 2009)

Brand Positioning: Gives a region a unique, differentiated identity by finding a niche, create and identify sustainable measures to differentiate themselves from competitors and give a credible brand promise to different target audiences (Dinnie, 2011)

County Brand: Where the brand is the county, its unique name, its identity, reputation and its multi-dimensional blend of elements for all target groups (Anholt, 2007), a desirable business location, visitor destination or place to call home (CEO for Cities, 2006)

County Branding: It's the process of designing, planning and communicating the name-identity, building and managing the reputation (Anholt, 2007); implements coherent strategies with regard to managing their resources, reputation and image (Anholt, 2011).

County Brand Assets: Combines soft cultural factors (sightseeing-historical attractions, cuisine-restaurants, friendly-helpful locals, shopping, lifestyle, culture) and hard amenity factors (architecture, infrastructure, transportation, education, human resources, training opportunities) (Hildreth, 2013).

County Brand Attributes: A clear set of county values which can form the basis of engendering positive perceptions across multiple audiences in the region (Dinnie, 2011)

County Brand Identity: Its unique set of attributes and values that define and characterize it by differentiating it from others, linked to its unique physical, cultural and historical characteristics and values (slogan, packaging, product design) (Kavaratzis et al, 2005)

County Brand Image: Perception of the county brand by different target markets, audiences, and mental people's associations with the county (Kavaratzis et al, 2005).

County Brand Management: Involves the design, implementation of marketing programs and branding activities to build, measure and manage brand equity (Dinnie, 2007).

County Brand Reputation: The overall quality as seen by people in general (Dinnie, 2011)

County Brand Strategy: Defines the vision, values, ethos, attributes, behavior. Consistent brand experience creates desired perceptions with target audiences, creating memorable, distinct communications and interactions, across all "touch points" (Euro Cities, 2010).

Designs: Creative and artistic works which make brands come alive, deliver the brand promise, provide a brand platform with a typical brand strategy for competitive differentiation, creating a positive, consistent brand experience (Wheeler, 2013).

Design Management Practices: A business discipline that applies project management, management strategy, supply chain techniques and multi-disciplinary design skills to control a creative branding process. (Design Management Institute, 2013).

Globally Competitive Brand Identity: When a county has a good, clear, believable, and positive idea of what they are, what they stand for and where they are going; Manage, coordinate, build-maintain a competitive identity internally, externally (Anholt, 2007).

Stakeholders: Key stakeholders from government, private sector, tourism, industries, businesses, civil society, foreign services, NGO's, academia, religion, entertainment, media, citizens form a partnership to ensure buy-in and brand credibility (Anholt, 2004).

Leadership: Provides direction for governance, clear roles, responsibilities and a shared vision, in brand-orientated strategies, implements policies for coherent communications and aligns all departments to create good partnerships (Hakinson, 2007).

Place Branding: Umbrella word for branding of nations or cities or counties (Dinnie, 2007).

DEDICATION

I dedicate this research, a thesis project report to all the respondents in Machakos County and the County's stakeholders. To the Chief of Staff, office of the Governor, Machakos County, Mr. Mwengi Mutuse. To the Chief Officer, Sheila Mukunya, Ministry of Trade and Industry. To the Director of Machakos Investment Promotion Board. To the Director of County Image department, Diana Starichia and Director of Communications, Mutinda Mwanzia. To Mr. Mutisya, Human Resource Manager, Machakos County Assembly. To the documentation officer at the County Development Planning Office library, in Machakos County and the librarian at the Architecture Design Department, University of Nairobi. Last but not least, to the world of academia at The School of The Arts and Design, and The Urban Planning department at the University of Nairobi.

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ABBREVIATIONS AND ACRONYMS

ADMIRE	Award for Design Management Innovation and Reinforcing Enterprises (Design Management Europe Award)
BRICS	Brazil, Russia, India, China and South Africa
C.B.I INDEX	City Brands Index or The Anholt-GfK Roper City Brands Index™
C.E.O	Chief Executive Officer
CEO'S FOR CITIES	Network of 250 Urban leaders and partners from over 40 cities, in diverse sectors e.g. business, higher education, economic development, cultural and creative sectors, foundations and government-dedicated to building, advancing and sustaining the next generation of great American cities
C.I.D.P's	County Integrated Development Plans
CITI FOR CITIES	Partners in Global Expertise for Cities to meet Urban challenges in more than 1,000 cities across the globe everyday, www.citigroup.com
C.N.N	Cable News Network
D.I.Y	"Do It Yourself" project
DME	Design Management Europe
E.I.U	Economist Intelligence Unit
E.U.R.I.B	European Institute for Brand Management
EURO CITIES	A network of 135 European cities from 34 countries founded in 1986 involved in networking, influencing and visibility.
G-8 COUNTRIES	Group of Eight largest economic powers in the world, Canada, Italy, Japan, France, Russia, Germany, UK, US, leading export countries.

G.7 COUNTRIES	U.S., Japan, France, Germany, Italy, U.K. and Canada, wealthiest developed nations, national net wealth representing 63% of the net global wealth (Credit Suisse Global Wealth, 2013)
G.D.P	Gross Domestic Product
“HARAMBEE”	The official motto of Kenya meaning “All Pull Together” in Swahili
I.C.S.I.D	International Council of Societies of Industrial Design
I.M.C.S.A	International Marketing Council of South Africa
K.A.M	Kenya Association of Manufacturers
“MACHA”	Nickname for Machakos County
M.I.C.E	Meetings, Incentives, Conferences and Exhibitions
M.T.P	Medium Term Plans
M.T.V	Music Television (United States Television Channel)
M.D.G’s 2015	Millennium Development Goals, 2015
M.O.U’s	Memorandum of Understanding
N.A.T.O	North Atlantic Treaty Organization
N.B.I INDEX	Nation Brand Index or the Anholt-GfK Roper Nation Brands Index™
N.G.O	Non-Governmental Organization
P.F.M	Public Financial Management (PFM) Act 2012
P.P.P	Public Private Partnership
R.O.I	Return On Investments
S.P.S.S	Statistical Package for Social Sciences
S.M.E’s	Small Medium Enterprises
SWOT Analysis	Strengths, Weaknesses, Opportunities and Threats
U.O.N	University of Nairobi
W.D.C	World Design Capital

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This chapter introduces the background history of the relatively new concept of place branding. A new umbrella term that encompasses either a nation brand or city brand or county brand. The research's main focus is the county brand. It also entails the statement of the research problem, questions and objectives, significance, limitations and scope of the research study.

1.1 Background of the Problem

With the advent, of The Constitution of Kenya 2010, a national government and forty seven (47) county governments came into existence. All distinct and independent. Therefore, every County Government needs to either create a new distinct, competitive county brand value or re-invent the existing brand and re-launch its positioning to attract new investments, promote economic development, improve service delivery, accountability and empower its citizens (Machakos County Development Profile, 2013). According to Euro Cities, (2010), countries, cities and counties are increasingly embracing urban branding, as a new approach towards increasing a region's attractiveness and international visibility and sustainability to thrive in the global economy. Urban development has evolved from spatial, security, and sanitation issues to include an economic dimension aimed at increasing the county's attractiveness and international visibility (Euro cities, 2010). The advancement of globalization has led to increased competition between nations, cities and counties where the brand image and reputation must fiercely compete to attract the right attention, respect, trust, resources, foreign investments, business relocation, tourism, access to capital, talent and ideas, (Anholt et al., 2004).

Cities throughout Europe are increasingly importing the concepts and techniques of corporate branding and place marketing to differentiate themselves and for use within the urban set up in pursuit of wider management goals (Kavaratzis, 2005). Additionally, attract, consumers, students, entrepreneurs, international sporting and cultural events, respect of the international media, public diplomacy of governments and strengthen national identity (Moilanen et al., 2009). According to Kapferer (1992) branding the County aims to invest in the image, reputation and brand identity to differentiate it from its competitors, improve its standing, and facilitate the customers' decision making ability.

Moreover, Anholt et al, (2004), explains that, a destination brand is a clear and simple license to trade in the global marketplace, and the acceptability of its people, hospitality, culture, policies, products and services to the rest of the world. According to Dinnie (2011), place branding is an old art but a new science and nations, cities and regions have always been brands. In essence, the identity of a place is based on the people, beliefs and history (Jarworski, 2009). Every place has an individual identity, which is unique, therefore no two regions have the same identity. Olins (2002) states that branding the County would enable it grow in power, gain popularity and succeed in becoming an attractive destination at every level of interaction, promoting it as a place where people want to live, work, visit, study and play. County branding is a promise of value that must be kept (Place brands, 2012).

European cities like, New York, Paris and San Francisco strategically planned, positioned, implemented, managed and monitored their place brands to become desirably attractive to their external and internal audiences (Dinnie, 2011). As a result, they have succeeded in promoting their positive attributes and core strengths by forming strong cooperative partnerships between city municipalities and government to market their history, quality of place, lifestyle, culture, diversity and enhancement of their infrastructure (Seisdedos, 2005).

According to Anholt et al. (2005), America understood, centuries before any other region in

the world, that the growth, management and protection of its good brand name is a valuable asset and number one priority. The allure of the American brand, is widely known, admired, and unrivalled anywhere else in the world. So attractive is the brand that people are willing to pay a premium price for its products, a considerable advantage over other nations whose identities are less clear. Anholt et al., (2004) goes on to explain that America developed a clear brand strategy into a government policy enabling the American brand to be consistent and instill national loyalty in all citizens. Americans love their country and live the brand. Its leadership continuously allocates sufficient resources for promotion, marketing, advertising, branding, sales promotions, television, radio spots, direct mail, catalogue selling, point of sale, the internet, consumer research, focus groups, public relations and commercial publicity (Anholt et al., 2004). Anholt et al., (2005), observes, the multi-dimensionality and abstract notion of a place brand, imposes complex challenges in the development of a workable and coherent framework which requires the coordination of numerous stakeholders.

Over the last decade, branding efforts built Asia's leading global city, a nation of remarkable economic success and prosperity, Singapore city state. According to Koh (2011), branding is the lifeblood of a state because it has the capacity to boost the economy, attract talent and improve the quality of life. Conscious, ambitious, deliberate, ceaseless branding efforts in every sector of the economy built Asia's world city. Singapore city brand achieved stunning success accent from 3rd world to 1st world in a matter of 30 years. "Your Singapore" campaign built a reputation of a dynamic, safe, user-friendly connected city, corruption free with a vibrant cultural life. Its aggressive marketing campaigns promoted its unique characteristics, heritage, identity, preserved national independence, defined its international visibility in finance, trade, investments, innovative-highly skilled producers, transport, communications and provided entrepreneurs with world class infrastructure (Koh, 2011).

On the other hand, African cities and its regions continue to face the biggest competitive challenges of all regions and unless critical measures are taken, they will continue to spread across the bottom half of the overall global competitive index (E.I.U, 2013). According to Anholt (2008) most African nations and cities are about poverty, corruption, war, famine and disease. He goes on to suggest that, African leaders and stakeholders should proactively strive to build positive stereotypes for their regions by positioning themselves strategically to shed off unfavorable negative perceptions. Another disheartening report states that cities with the worst reputation are from Africa (Reputation Institute, 2013).

Ultimately, an-un-branded state has a difficult time attracting economic and political attention and that image and reputation are becoming essential parts of a state's strategic equity (Van, 2001). In 2010, three hundred brand experts from Africa met at The Brand Africa Forum to address Africa's poor image, negative reputation and poor competitive identity. They strongly agreed that leaders in Africa should practice visionary leadership for effective governance to weed out corruption, create an enabling environment for businesses to thrive in, re-invent public opinion, leverage on its strengths, involve the media, transform the African mindset by celebrating excellence and stop rewarding mediocrity. They also proposed that leadership needs to develop brand strategy policies for their regions. In spite of the grim image portrayed about African regions, Johannesburg City is "Joburg - A World Class African City" and is ranked the most competitive city in Africa (Brand Africa 2010). Moreover, Cape Town is "The World Design Capital, 2014", (ICSID, 2014). The city has been recognized for integrating design thinking strategy with the city's corporate management culture as a tool for developing and transforming its social, cultural and economic growth (ICSID, 2014).

The focus of the research, was to establish the key success factors of a globally competitive brand for the counties. According to the Economist Intelligence Unit (2012), on the

competitive index Nairobi was ranked 112th out of 120 cities. A round up of major city counties in Kenya reflect disappointing trends. For instance Nairobi, Mombasa, Kajiado have inherited pre-colonial city brand identities which are complex and unrecognizable. Their taglines do not communicate to a wide audience, “Ushauri Kwa Uwaminifu”, “Mlango wa Kenya” and “Emirr Engolon Pooki” respectively. All three are outdated and are not globally competitive. Kisumu City County has a distinct, clear, brand identity distinct tag line reads “Better Living for All”. It clearly communicates to a wide audience. Kiambu, Kakamega and Mandera counties are yet to define their brand identities. Machakos County, “The Place to Be”, has a brand identity that is attractive and communicates to a wide audience (Appendix IX). These findings are consistent with observations made by Kavaratzis (2009) who states that place branding should not focus on visual graphical symbols alone, or the creation of a logo and the incorporation of a new slogan. Branding, however, encompasses many fields of intervention.

Consequently, Kavaratzis (2006), observes that regions with organised promotional campaigns, visual identity tactics, or re-invent new ways for existing landmarks in the region’s promotion, or stage various events in the city, appear to be more appealing. (Raubo, 2010) states that a weak county brand with a bad reputation has negative and far reaching consequences for its future development. He goes on to state that, un-attractive place brand leads to decrease in business activities, fails to attract inward investments, experiences reduction in the number of visitors and eventually results in urban decline (Raubo, *ibid*). Furthermore, regions in the world, that fail to prioritize and allocate sufficient resources to define, deliver, manage, design and institutionalize a coherent long term brand strategy for their regions remain irrelevant brands (Anholt, 2007). Dinnie, (2008), observes that most leaders lack awareness of the importance of a place brand whose value goes largely unnoticed, unrecognized, unappreciated and unmanaged and it rarely gets measured.

1.1.1 Background of Study Area

Machakos County was identified for the case study because its leadership is moving with speed, making significant strides towards distinguishing itself as a County with a unique, attractive identity and is development conscious. The county leadership seem to have a clear vision to transform the county into a new metropolis city, eradicate poverty and transform the lives of the people. The County has been in the lead with the creation of the popular catch phrase, "Machakos The Place To Be". In 2013, they launched a city master plan for her urban infrastructural development, an ambitious initiative to give the county a new social-economic face with a well planned landscape. Several international investor conferences have been held to promote itself as an investor's hub. Investors have been attracted by free business licenses offered during the first year of operations with "free" land leased out for 30 or 60 years.

The County is strategically located (Appendix VIII), with proximity to Mombasa-Nairobi highway, Jomo Kenyatta Airport, the railway line and the Northern corridor. The upcoming Vision 2030 Konza Technology City is within its borders. Furthermore, the county is rich in natural resources, vast tracts of land, abundant mineral resources, affordable labour and has a warm sunny climate (Machakos Strategic Plan, 2013). The County's online presence has improved its visibility and authenticity. Several sporting regional events like Masaku Sevens, Machakos Artist's Festival, KCB Safari Rally, New Year Eve concerts, Brazillian Kenyan carnival to mention a few. On the other hand, Machakos County was ranked sixteenth out of forty seven (16/47) counties (C.R.A, 2013) with a very high poverty rate of the rural poor at 56.9%, absolute poverty stands at 60.7% and urban poor 43.1% against a national average of 47.2% (K.N.B.S, 2013). 51% of the citizens are considered economically inactive (Machakos Strategic Plan Draft, 2013). All these indicators have shown that Machakos County is ripe for strategic branding although all these programs have so far been carried out without acounty brand government policy.

1.2 The Problem Statement

A globally competitive brand stimulates economic growth, builds local prosperity, attracts social capital, improves global rankings and positions the county favorably to attract trade, tourism, talent and investments (Dinnie, 2011). However, unless the determinants of the county brand for creating differentiation, promote innovativeness and competitive advantage in the county brand are identified, this goal may be difficult to achieve. A preliminary review of the Counties countrywide, indicate that most of them lack a clear distinct brand identity, a clear corporate culture, have a low county brand value-ranking and lack a comprehensive brand government policy to design, educate, promote, manage and protect the county brand. Machakos County reflects some of these deficiencies. According to Brand Kenya Board Strategic plan (2009-2012), Kenya has many cities and towns with unique, potential, competitive advantages and yet most of them lack well defined identities and image.

There is an urgent need to empower Counties to harness their unique competences to become regional centers of excellence. Unless these pertinent issues are addressed, Counties development may continue to stagnate. The existing and currently used symbols and phrases are not outdated, recognizable, unattractive, lacking in competitive advantage, do not capture or identify with the people's identity, aspirations and spirit and lacking global appeal. These symbols have been inherited from previous regimes and have failed to evolve with time and do not represent the needs and the image of modern times. Erlandson (2009) proposes that the county leadership, stakeholders and brand manager need to follow the branding process. It begins with in-depth research, followed by design of various prototypes, then educate the people on the brand attributes for buy-in and finally provide long term brand management. The Constitution of Kenya (2010) and the County Government Act No. 17 of (2012), section (4), advocates for the public participation of designing the county symbols. Therefore, naturally Counties, have been abiding to this policy. They advertise and offer cash rewards to

the public for the winning design entry within a period of one month. Unfortunately, this is a short term approach, devoid of in-depth research and fails to follow the branding process. Furthermore, according to Kavaratzis (2009), most place brands tend to focus on visual elements of branding only, such as logos, slogans, symbols and advertising campaigns, yet a county brand encompasses the brand promise, brand perceptions, brand expectations, brand reputation, brand associations and brand elements (Gunelius, 2014). Counties, need not think of visual symbols, utilitarian, spatial, security, and sanitation issues only. But also address an economic dimensional strategy like county branding to increase the county's attractiveness and international visibility. The Urban Areas and Cities Act, 2011, Kenya Vision 2030, and Brand Kenya Strategic plan (2009-2012) have already set in motion goals to achieve urban regeneration, however more needs to be done. Anholt, (2004) suggests that the county brand strategy should be a component of the government policy. Unless, Machakos County Legislative Assembly enacts a county brand government policy, its leadership may find branding the County difficult. Studies by the Economist Intelligence Unit (2013) indicate that African cities continuously rank very low as they face the biggest competitive challenges of all regions with the worst reputation, globally. (Reputation Institute, 2013). Regions without articulated identities remain invisible, and in-action is not an option if county leaders genuinely want to improve local prosperity, build social capital and foster economic growth (Dinnie, 2011). Additionally, an un-branded state has a difficult time attracting economic and political attention (Van, 2001). Furthermore, if the county brand is left unattended, it loses its attractiveness, brand value, global appeal, reputation and gradually its development declines. The main purpose of county branding is not to risk leaving the region's brand perception building process to others, but to strategically position the region in the best way possible (Marandu, et al., 2012). Indeed, a county brand is a key urban development tool, a valuable asset that needs to be designed, managed, measured and protected (UN, 2005).

1.3 Research Objectives

Main Research Objective

The main objective of the research was to establish the determinants of a county brand, required to create differentiation, promote innovativeness and competitive advantage for Machakos County in Kenya.

Specific Objectives

The specific objectives of the research are:

- (i) To establish the relationship between the county leadership and the county brand, in Machakos County;
- (ii) To establish the importance of the county brand strategy as a county brand policy in sustaining the county brand in Machakos County;
- (iii) To determine the role of stakeholders partnership in monitoring the county brand in Machakos County, and
- (iv) To determine measures and organisational structures the county leadership needs to put in place to enhance the county brand value.

1.4 Research Questions

Main Research Question

The main research question was to establish the determinants of a county brand required to create differentiation, promote innovativeness and competitive advantage for Machakos County in Kenya.

This research sought to provide answers to the following research questions:

- (i) What is the relationship between the county leadership and the county brand, in Machakos County?
- (ii) How important is the county brand strategy as a county brand government policy in sustaining the county brand in Machakos County?

- (iii) What is the role of stakeholders partnership in monitoring the county brand in Machakos County?
- (iv) What measures and organisational structures should the county leadership put in place to enhance the county brand value?

1.5 Significance of the Study

A globally competitive county brand is an asset and a development tool to policy makers because an attractive brand stimulates economic growth, wins credibility and confidence from investors, increases political influence internally and externally and enhances better productive global partnerships to be able to compete in the economic market. To policy makers, a brand oriented leadership approach and a collaborative stakeholder partnership strengthens the attractiveness of the county brand position in the market. Additionally, the policy makers, benefit from county branding which is a strategic approach to develop a County Government brand policies, designed to help counties plan and manage their brands in the long term. Branding promotes a county's uniqueness making it more visible to its target audiences. The county brand manager is able to combat negative stereotypes and create a stronger, consistent messaging for all its communications and marketing promotions. The residents, investors and business community benefit from a shared vision for the future county, a promise to quality life, better infrastructure, better amenities, more job opportunities for wealth creation. Happy residents radiate civic pride and make good county ambassadors. The overriding contribution is in the academic design discipline where designers need to embrace the business side of design in several areas of expertise such as: County Brand Management (Design Management) or Urban design (Landscape design and Landscape architecture) or Outdoor Advertising (Advertising design) or Branding County Headquarters/Public Offices (Interior Design) or Print and Publications (Graphics) or Online Branding (Website Design) and PR/Communications (Media design).

1.6 Limitations of the Study

The research was limited to one Machakos County, only. Accessibility to data was also limited because of bureaucratic protocol and a lot of red tape. The different respondents were located in diverse geographical locations, like Machakos, Kitui, Athi River or Mavoko constituencies pausing a challenge in data collection, and travelling expenses. The busy political setting interfered with scheduled appointments, which get cancelled unexpectedly. Though all the officers were not fully acquainted with county branding the researcher explained with clarity its significance, in a bid to make them give relevant information. Additionally, obtaining books on branding places was a big challenge due to limited availability.

1.7 Scope of the Research

The research covered the county leadership comprising members of the executive, legislative and stakeholders in Machakos County. Considering the fact that the Counties had just been constituted in 2010, county branding is in its nascent stage. So far, Machakos County has exhibited positive indicators in the area of place branding compared to other counties.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter embraces the body of knowledge in the realm of branding places with a focus on county branding. The research covers place branding theories, empirical review of globally competitive city brands, their rankings and challenges faced in the branding campaigns. The conceptual framework shows the inter-relationships between the variables.

2.2 Theoretical Review

This research is guided by a comprehensive review of previous works on theories related to branding either a nation or a city. Additional the theories are on leadership, stakeholder partnerships, brand strategy, design management practices and design thinking mindset.

2.2.1 Place Branding Theory

Place branding is also referred to as place marketing or place promotion and it is a new umbrella term encompassing either nation branding or city branding or county branding (Berg et al., 2001). Gold et al., (1994) states that place branding theory is applied to places in pursuit of economic development to enhance cultural differentiation and assert political and social objectives. Cities all over Europe are using place marketing techniques in their administration practices and governing philosophy with the aim of increasing its attractiveness for commercial gain to its target markets (Kavaratzis, 2004). The rapid advancement of globalization means that every place must compete with each other for its share of the world's scarce resources, consumers, capital, businesses, tourists, investors and residents (Anholt, 2007). According to Anholt (ibid), the competition concerns what preferences or decision criterion a multi-national company would decide to undertake on where to build a factory or which region is best suited to host an event or best suited to settle

down or visit. Additionally, Anholt (ibid), argues that the decision needs to be based on several factors especially its reputation on associations or memories or expectations or feelings about a place as opposed to the brand image. Kotler et al., (1999) goes on to suggest the importance of having good brand ambassadors who are satisfied with where they live, were willing to inspire and convey a positive image at the market place. The research established that Machakos County engages Miss Tourism Kenya 2014, Ms. Ida Nguma as the County's loyal brand ambassador, to market and promote its tourism portfolio.

Figure 2.1 below by Kotler et al., (1993) shows how place branding theory, addresses multiple stakeholder perspectives by integrating different stakeholders, all existing and potential customers of a given place. The theory focuses on multiple target groups such as visitors, investors, political leaders, the media, students, residents and companies (Kotler et al., 1993). Place branding theory centers on people's perceptions and images and puts them at the heart of all orchestrated activities, designed to shape the place and its future (Kavaratzis et al., 2004). Place branding theory is most appropriate to Machakos County leadership whose approach emphasizes the inclusive representation of all peoples, win their trust and allow them all to experience a memorable, welcoming, safe, and happy visit or stay so as to recommend a re-visit or re-consider investing in the county in the near future.



Figure 2.1: Multiple Stakeholders in Place branding
(Source: Beckmann et al., 2012)

2.2.2 County Branding Theory

County branding theory is a strategic approach for the Government to win by competing with other places for the attention of investors, visitors, skillful workers and host hallmark events (Kavaratzis, 2009). According to Dinnie (2011) city authorities around the world are increasingly considering city branding theory as an emergent phase for achieving competitive advantage, urban development, distinguishing themselves and improving their positioning (Gregory et al., 2009). He goes on to state that it also leads to an increase in inward investments and tourism, achieving community development, reinforcing civic pride in the residents and avoiding social exclusion and unrest. Dinnie (2011) suggests that the county leadership and stakeholders need to start thinking beyond their traditional approaches to embrace branding techniques that were once the domain of commercial products and services. Machakos County needs to benefit from the county branding theory which provides a basis for developing a policy to pursue economic development and serve as a conduit for County residents to identify, associate with and experience their County (Kavaratzis, 2004). City Brand expert, Dinnie, (2011) defines county branding theory as involving the implementation of coherent strategies in managing resources, reputation and image, in pursuit of urban development, the regeneration and quality of life. According to Hakinson (2007), several determinants of a county brand are required such as: These are strong visionary leadership; strong compatible partnerships; a brand-oriented organizational culture; departmental coordination and process alignment; consistent communications across a wide range of stakeholders and design management practices. Kavaratzis (2009) further argues that the key determinants of the county brand should involve the county executives who need to work in an integrated approach that covers nine categories: These are visionary leadership with collaborative synergies with relevant stakeholders; have a strategy of the county's future and development and internal orientation of brand through county management.

Furthermore, prioritize local communities and residents, provide adequate infrastructure to what the county brand projects, plan county-scape and gateways, opportunities to target individuals and maintain integrated branding communications (Kavaratzis, 2009). In the last three decades, cities in Europe have been implementing the marketing theory for practice in city governance for the competition of inward investments, tourism revenues and residents (Kotler et al., 1999). He proceeds to adopt the marketing mix theory and devises four distinct strategies for place improvement that are foundations of building a competitive advantage as follows. Kotler et al., (ibid) starts with the design (place as character), infrastructure (place as fixed environment), basic services (place as service provider), and attractions (places as entertainment and recreation).

An alternative view is by Ashworth et al., (1990) who coins the geographical marketing mix which combines promotional measures, spatial functional measures, organizational measures, and financial measures. Hubbard et al., (1998) identifies the re-imagining of a locality and the transformation of a previously productive county into a spectacular county for consumption by addressing several policies. These are advertising and promotion, large scale physical re-development, public art and civic statuary, mega events, cultural regeneration and public private partnerships. In the new economy, several other attempts to articulate new approaches to marketing places that are more relevant have been strengthened by adopting the corporate branding strategy, since places and corporate organizations share similarity in complex dimensions and diverse stakeholders (Brownlie et al., 1999). Corporate branding theory is a systematic process of creating and maintaining a strong corporate identity, corporate image and a positive reputation of an organization by sending signals to all stakeholders, by managing behavior and all internal and external corporate communications (Van, 2001). A strong corporate brand is a strong asset and considers strategic vision or goals (management

level), corporate culture and image (core values, knowledge and attitudes of employees) and the perceived image by external stakeholders (Hatz et al., 2001).

Kavaratzis (2004), argues that all the above mentioned theoretical framework approaches need to be integrated to provide guidelines for developing and managing a globally competitive county brand. He goes on to note that one of the main difficulties for county leaders and stakeholders in branding the county and communicating effectively is because of the existence of a multitude of target audiences and stakeholder groups (visitors, residents, business, students, media, politicians). Finally, Kavaratzis et al., (ibid), notes that all encounters with the county take place through perceptions and images. Therefore, the county image needs to be planned and marketed by considering its internal and external interactions (Graham, 2002). According to Kavaratzis (2004), the county image is communicated through distinct types of communications, namely primary, secondary and tertiary.

Dinnie (2011), concludes that branding a county or any other place is more complex than branding a commercial product or service or space. It covers some of the hardest philosophical questions, like the nature of perception and reality, the relationships between objects and their representation, the phenomena of mass psychology, the mysteries of national identity, leadership, culture and social cohesion. In the future a more interdisciplinary approach should become prevalent in the field of county branding, reflecting the need for a diversity of theoretical perspectives in order to capture the full complexity and multi-dimensional nature of county branding (Dinnie, 2011). Though, according to Dinnie (ibid), to build a strong county brand requires huge financial investment, for example Paris, London, New York and Rome. Despite the huge financial investment needed to develop a successful county brand strategy, the outcome of county branding will always outweigh the cost of the campaign (ibid). If these theories have worked abroad, then Machakos County needs to implement the same to achieve competitive advantage and global appeal.

2.2.2.1 Model for building County Brand Image Communications

Kavaratzis (2004) identifies three sources of communication, namely primary, secondary and tertiary, required to determine a city's or county brand image. The model focuses on improving the inhabitants quality of living standards. Kavaratzis's model below, indicates that urban design and development are decisive factors in county imaging (ibid).

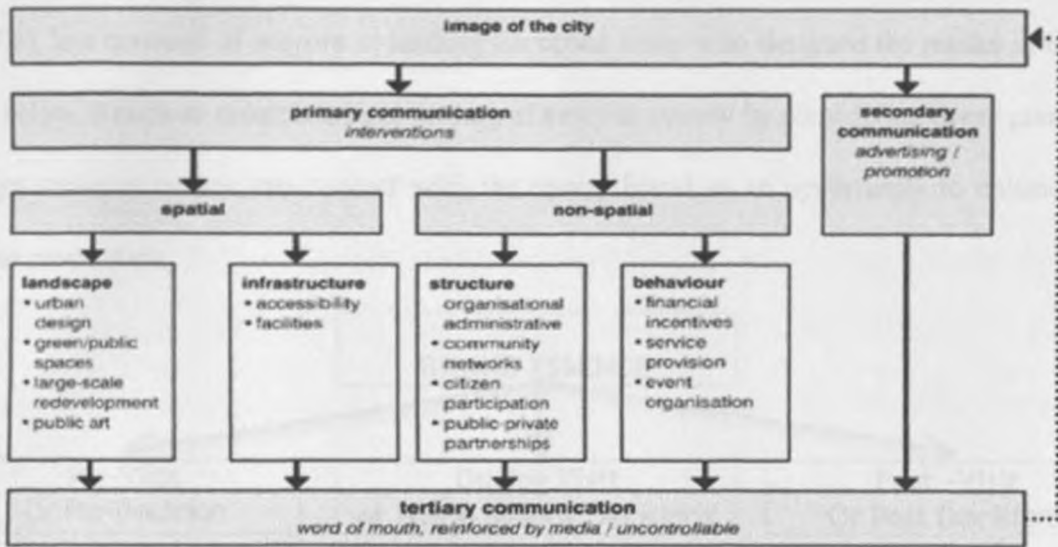


Figure 2.2: The Image Communications of a Place (Kavaratzis, 2004)

Source: European Institute of Brand Management

According to Kavaratzis (2004), *Primary Communications* concerns spatial (functional physical features: Landscape, urban design, cityscape, infrastructure accessibility, business and cultural facilities). Non-spatial (symbolic: county's administrative structure in policy-making and the management of its stakeholders, its social-cultural behavior and delivery of service provision (vision, strategy, financial incentives, quality of services and events organized for visitors and inhabitants). *Secondary Communications* (official communication by authorities through intentional promotional activities, marketing practices, public relations, advertising campaigns, graphic design, and logos). *Tertiary Communications* are the reflections of the county image reinforced by media or competing cities, which cannot be influenced. Kavaratzis's model completely dispels the notion that branding the county is only about graphical symbols, or a communication strategy or a promotional campaign.

Machakos County policy makers need to adopt this model fully because contrary to popular belief, county branding needs to be in control of all these communications by employing strategic and project management principles to be able to deliver the county brand promise.

2.2.2.2 Communication Touch Points to help deliver a competitive County Brand

Successful city brands are closely managed and protected (Baker, 2015). CEO's for Cities (2006), is a network of mayors in leading European cities who designed the model in figure 2.3 below. It aims to create a unique picture of a city or county by considering every point the target audience comes into contact with the county brand as an opportunity to enhance its value proposition.



Figure 2.3: Touch-Points (Target Audiences) To Deliver on the County Brand

The first step considers: *Pre-Visit Touch points* considers increasing awareness and knowledge of the county through advertising, public relations, brochures, special events listings and web sites and drive the target audience to consider the county among its options for consideration. Second step: *During A Visit Touch points* considers interactions that can occur during a visit to the county which includes firsthand experiences, at the County's manicured parks, clean streets and bustling nightlife. Third step: *After Visit Touch points* consider interactions that occur after a visit or after a decision has been made. These include comments from colleagues, daily newspapers and other news media, photos and memorable experiences from the visit, direct mail and email marketing.

This model is important for Machakos County branding department because it guides policy makers on how to target audiences, think positively about the county brand essence at every touch point in the County. The brand essence being the county's brand vision, brand name and symbol, brand attributes, brand benefits, organizational culture, brand positioning, brand personality and brand value.

2.2.2.3 Brand Architecture of the County's sub brands

Bjorner (2014) reaffirms that a County is polycentric and poly-functional therefore, it needs a cohesive marketing message. Florek et al., (2006), holds a similar view that a County is a multiplex system with several components required to enhance the image and identity of a region. Research indicates that brand architecture provides an effective model to harmoniously manage the county's brands portfolio of products, services, specification of roles and relationships (Dinnie, 2011). Furthermore, a coherent brand architecture provides impact, clarity, synergy, and leverage (Aaker et al., 2000). Clark (2007) notes that one of the sub brands is inward investments which is key, enhances job creation, expands tax base, budget-management, improves credit ratings, funds education, develops infrastructure, and offers better service deliveries. Urban tourism by Selby (2004), suggests that an attractive urban landscape is also key, with photogenic signs, county trips, beautiful landscapes, landmarks, hallmark events, recurring festivals, scenic features and famous personalities. Urban branding through green spaces enables makes regions more livable, attractive, hospitable to nature, directly impact air and water quality, carbon emissions, food security, public health, community bonds, wildlife habitat, energy independence, historical preservation, tourism and job creation (Braiterman et al., 2010). Online County branding has a strong influence on consumer behavior, perceptions, increases place awareness, shapes image, communicates brand identity, brand design, picture gallery, projects, plans, interactive communication, feedback, and virtual sightseeing (Florek et al., 2006).

2.2.3 County Branding Process Theory

Dinnie (2010) states that the society is not static. Societal changes mean that Counties keep evolving and new realities emerge (Ooi et al., (2010). To keep a place brand alive, Erlandson (2009) developed the branding process theory which proposes that branding needs to be ongoing, updated regularly, and should not remain static. Erlandson (ibid) states that place branding is long term, cumulative and needs a branding process that involves four steps: research, design, education and maintenance. The county branding process requires a planning group to ensure every branding stage is successfully executed. The first step is in-depth research be carried out through market analysis and community surveys to establish a long-term brand concept that fits the goals and realities of the community. Secondly, careful design ensures all brand elements complement the county brand concept. Design additionally builds the county brand identity, vision, goals and comprehensive brand strategy formation. Design and education efforts should be up-to-date and sustain organizational partnerships with people. The third step, is education which ensures all events, promotions and advertising projects communicate a consistent message to all merchants, organizations and residents. All visitors should be able to recognize, relate to and promote a consistent brand message. Branding efforts will only be successful if it is maintained by developing and implementing an action plan, control, and evaluation program. A preliminary survey of Counties in Kenya, indicateS the absence of adherence to the branding process. Instead, outdated, pre-colonial symbols are still in use and they are irrelevant to the Counties present day aspirations.

2.2.4 County Leadership theory

The Counties in Kenya are led by Governors whose mandate is guided by the Constitution of Kenya (2010), Chapter 6, Article 73 (1). This policy advocates for servant leadership style which is responsible, promotes public confidence in the integrity of the office, brings honor and dignity to the office, serves, respects the people, provides better services and

infrastructure. According to Dinnie (2011), leadership theory for Counties should be inclusive, collaborate and foster co-operation with stakeholders, and practice participative leadership style with a shared responsibility. It is also vital to have strong leadership capable of handling decision making processes with clear inter-department organizational roles with the local government (Anheier, 2012). This is a hybrid form of organization where all partners are equal and practice bottoms up leadership to accommodate local community and stakeholders (Gelder et al., 2006). Svava (2003), suggests, visionary facilitative leadership theory (optimistic; action oriented; inspires and challenges others to achieve full potential, has integrity, trust and credibility, has a sense of purpose in life, and accepted personal responsibility) and offers value-based leadership theories rather than power-oriented approach to leadership theories. Leadership needs to understand its past, present and future to be able to see the strengths, weaknesses, ranking and be able to deliver the brand promise (Greg, 2012). Worldwide Governance Indicators based on the World bank indicate that effective leadership leads to effective governance in accountability, political stability, effective governance (stability of budgetary revenue, expenditure, taxation) in formulating and implementing sound policies (regulatory quality – how many days to start a business), the rule of law (respect for citizens, property rights, banking system), the control of corruption in government institutions that govern economic, and social interactions. Ultimately, effective governance with good institutions and policies is instrumental in attracting investments in the form of loans and grants (Kaufmann et al., 2007).

Machakos County leadership demonstrates the effectiveness of servant leadership from the presence of a strong civic pride in its populace. Better still, Machakos County leadership has demonstrated the presence of visionary facilitative leadership theory in its quest to transform the County to a modern metropolis. For effective governance, the leadership needs to put in check corruption, political interferences and create more awareness on the county brand.

2.2.5 Stakeholder (Management) Theory

Stakeholder theory, plays an important part in determining the way in which organisations interact with their environments, how they conceptualise relationships with various groups to whom they are closely related, understand what an organisation value creation is, how it is generated and for whom (Friedman et al., 1994).

According to Anderson et al., (2009), stakeholder theory is a more networked based structure and the relations between members are equal. He states that, the theory unlocks the hyper-complexity of the county and multi-relational dimensions, its urban governance, identity construction, its marketization and public management. The stakeholder concept has entered the arena of public management, county planning, urban governance, public administration and county branding (Virgo, 2006), corporate communications (Trueman et al., 2004), and marketing (Kotler et al., 1993), initiated by public management reforms (Pollit, 2000). Trueman et al., (2004), combines county branding and stakeholder management because of the county's complex brand structure dealing with multiple identities.

Furthermore, stakeholders play a critical role in the management of a highly structured branding process (Freeman et al., 2002). Collaboration between the organization and its stakeholders is unfolded in concepts such as interdependency, co-responsibility and co-decision making (Friedman et al., 2006). Stakeholder theory addresses value creation and trade, the problem of business ethics, managerial conception of organizational management strategy in internal and external relationships between an organization and others (Donaldson et al., 1995; Phillips, 1997). Trueman et al., (2004), applies stakeholder management theory as a practical, analytical tool for developing the county brand and measuring the county brand equity. From a participatory perspective, stakeholder theory assumes active participation in processes of accountability and the well being of the enterprise (Clark, 1997).

According to Van et al., (2006), the key success factors for a county brand are leadership, partnership, co-operation and organization. Stakeholder theory represents a general sense of social inclusion in a community in which every citizen is a valued member who contributes and benefits (Clarke, 1997). Urban governance relies on a broad and multiple conception of citizens and stakeholders, involving actors from the state and regional bodies, businesses, NGO's, research institutions, the media and environmentalists (Healey, 2006). Therefore, the stakeholder theory defines who constitutes organizational stakeholders, their relationship to an organization and based on functional-action oriented basis (actions, investments and communications, development and implementation of the county brand strategy) and rational transactions with stable centric relations between physical actions and the organization as a constant authority. Freeman, (2002).

Phillips (1997) and Carroll (1993) point out that the moral obligation is an important stakeholder value which articulates both ethical and social-emotional connotations. Stakeholder management theory addresses how communication amongst stakeholders is perceived and interpreted, transparency, open dialogue and mutual understanding within the network (Mitchel et al, 1997); (Fassin, 2009). Finally, Kotler (2003), advocates for stakeholder performance scorecard, in which organizations track the satisfaction and management acts when one of the groups shows an increased level of dissatisfaction. The theory also includes power, urgency and legitimacy, which affect the way the business entities choose to manage their relationship with stakeholders. According to Bovaird (2008), there is a shift from a centric conceptualization of the county to a more dynamic, fluid county with a highly sophisticated, strategic governance based on innovation, business management and organizational networking. Machakos County needs to collaborate more with stakeholders to manage the County's highly structured branding process and to ensure the ambitious city master plan comes into fruition and "The Place To Be" lives on.

2.2.6 Brand Strategy (Management) Theory

The single greatest determinant behind rebuilding or enhancing or re-invigorating a successful county brand depends on a comprehensive brand strategy and should align to three brand management theories while closely linked to the county's business strategy (Oakley, 2013). (i) The theory of brand loyalty, (ii) The branding theory (brand name, brand awareness, brand promise, brand equity and brand development) and finally (iii) The value-based brand theory (the brand's lifeblood is the customer) (Kapferer, 1997).

The main aim of brand strategy is to enhance the internal and external brand opportunities, be strategic, visionary, and be proactive with a long term focus (Heding et al., 2009). It should consist of a customized range of elements from seven brand approaches as follows: *The economic approach* (as part of a traditional market mix); *The identity approach* (brand should be linked to corporate identity); *The consumer approach* (brand linked to consumer approaches); *The personality approach* (brand has a human-like character); *The relational approach* (brand as a viable relationship partner); *The community approach* (brand as a pivotal point for social interaction); and the *cultural approach* (brand as a cultural fabric) (Heding et al., 2009).

A different explanation is offered by Kavartzis (2007) and Ranisto (2003), who collectively propose a general theoretical framework, whereby the brand strategy needs to concentrate on the marketing of a places as a business location to attract inward investments. The framework needs to consists of nine success factors of five place marketing factors and four branding practices as follows: (i) Planning group the organ responsible to plan and execute market practices (ii) vision and strategic analysis, (iii) place identity and image, (iv) public private partnerships and (v) leadership. The others are (vi) political unity on public affairs, (vii) global market place, (viii) local development and (viii) process coincidences like remarkable occurrences of events.

According to Dinnie (2011) Machakos County leadership needs to develop its own customised brand strategy, write it down and enact it into a county brand government policy, since without it the county leadership and its stakeholders may not have proper governance of the county brand and its sustainability as a living and livable environment. He further explains that brand strategy requires long term commitment, adequate budget allocation, responsiveness to societal changes and the need for specific objectives, underpinned by rigorous research (Dinnie, *ibid*). These theoretical frameworks on brand strategy should give Machakos county a head start to come up with their own customized brand strategy which will ultimately be enacted into a county brand government policy.

Gelder et al., (2006), highlights more theoretical underpinnings on brand strategy as follows: Brand strategy is important to the county because it defines the county brand identity, brand image, brand reputation and brand attributes for the future county as a place to live, learn, work play and visit. Brand strategy defines the county's brand promise of value which must be kept. It assesses the county brand status quo (review of the public, private and civic policies, plans, research documentation, audit and examination of stakeholders and how they operate, assess internal and external audiences). Brand communications, brand positioning and brand equity. It further, addresses what the key audiences would experience, explore themes, branding process, attainability and value. The brand strategy must resonate with the people, translate into actual actions, policies, plans, investments, joint initiatives, cultural and sport events. Brand strategy has a big impact on spatial and economic, cultural and social planning. Scheduled, on brand activities and communications, brand strategy would impact on brand management and make sure the county brand comes alive.

The county brand strategy devises a method to monitor the county brand progress and evaluate the impacts of on brand investments, actions and specific initiatives (number of visitors, amount of investments, and jobs created) (Gelder et al., 2006).

2.2.7 Design Management Practices and Design Theories

According to Morgan et al., (2011), branding the County requires the multi-disciplinary nature of design management skills to oversee the complex and polycentric nature of the county brand. County branding and marketing promotions are tasks that need to be handled by professionals (Morgan et al., 2006). However, most governments do not have professionally trained people to undertake the county branding campaigns, nor do they have professional agencies or consultants for that matter (Bjorner et al., 2014). This section, highlights, how design plays a key role in shaping the world, generate new products, systems and services in response to numerous market conditions and opportunities (Best, 2006).

2.2.7.1 Design Management Theory

Design management theory aligns design strategy, corporate strategy and brand strategy, for better brand equity, differentiation and managing product quality and achieve the organisations goals (Morgan et al., 2011). Design management theory is an all inclusive management of the county design whose elements are county topography, general impressions, presentation and management and creativity being the bond that binds these elements together (Morgan et al., *ibid*). It is a business discipline, integrating design thinking and includes an organization's operational, strategic and a human centered approach to management, communications, marketing practices, environments and brands to enhance an organisation's success and achievement of goals. (Design Management Institute, 2013). It manages a sustainable corporate brand identity or image, brand portfolio, reputation and enhanced visual communications. Design management theory uses project management, strategic management, place marketing techniques and the application of multi-disciplinary design skills to control the creative place branding process (Design Management Institute, *ibid*). The theory applies total quality management, a creative activity, a problem solving activity, a systematic activity and a coordinating activity (Mozota, 2003).

According to Gorb (1976), design management is multi-faceted, it influences, shapes target audiences and operates across all three categories of design (i) *Product* (graphic design, industrial design, packaging design, service design), (ii) *Information* (information design, branding, multi-media design, web design) (iii) *Environment* (universal design, exhibition display, interior design and landscape design) (Best, 2006).

2.2.7.2 Good Design is Good Business

According to E.I.U (2013), Europe is leading with the most competitive cities globally. In 2007, a joint initiative from seventeen different countries in Europe formed Design Management Europe (DME, 2009) with the aim of promoting the strategic use of design management within European Cities. DME (2009), began offering the award, ADMIRE (Award for Design Management Innovating and Reinforcing Enterprises) whose overall objective is to raise awareness, stimulate cities to invest in strategic design management and use it as a key driver for innovation, competitiveness and good design management to achieve their goals (Design Management Europe, 2007). According to Design Management Europe, design improves the performance of the innovation policy and communications policy of an organization (Mozota, 2003). They also observed that design improves and transforms the global economic performance of an organization as a profitable investment and improves the people's living standards (Design Council, 2011). Yet still, design research is done under descriptive studies (Oakley 1990) and creates value on a macro-economic level (Design Management Institute, 2013). To crown it all, design creates competitive edge and visibility of a region on the global arena by developing exports, by increasing market shares, favoring technology transfer and allows for a premium price (Rothwell et al., 1984). Nevertheless, design helps re-structure the economic sector in planning and management (Lovering, 1995). These practices have worked in Europe and they need to be replicated in Machakos County to promote differentiation, innovation and competitive advantage.

2.2.7.3 Design Theory

Design Theory is a social activity, a problem solving activity, with creative solutions for preferred outcomes (Papanek, 2005). Design theory is about building ones community, constructing a social network, that questions and illuminates everyday practices (Armstrong, 2009). Traditionally, designers focused on enhancing the look and functionality of products, services and spaces, but recently designers are using design to tackle more complex social problems for extraordinary results (Brown, 2008) such as branding the County. Tackling today's global challenges requires radical thinking, innovative, highly creative solutions and collaborative action in order to improve people's lives and satisfy human needs a driving force for economic growth and the job market (Brown, 2009). Designers ensure visual symbols conform with the vision and values of the county, deliver brand promise, provide brand strategy integrated with corporate strategy for long term competitive differentiation, create positive, consistent, brand experiences (Humnabadkar et al., 2003). Design provides cutting edge innovation to creative industries, world class designs, accelerated sales profits and manage multi-media communications (Design Management Institute, 2013). Moreover, design communicates the value proposition by building a stronger user experience around a brand (Humnabadkar et al., 2003).

2.2.7.4 Human-Centered, Socially Responsible and Design Thinking Theories

Designers employ a user-centered approach theory which focuses on the needs and wants of the people, their challenges and extensive attention is given at each stage of the design process. This enables the designer to come up with meaningful solutions to the people's problems (Humnabadkar et al., 2003). This research used the human centered approach to carry out in-depth research at Machakos County in order to come up with extraordinary, meaningful solutions on the County's brand identity and corporate culture.

Socially responsible design theory is a positive attitude that emphasizes the needs and experiences of the people over the concerns of forms or aesthetics (Papanek, 2005). Design managers employ a socially responsible approach towards the community and government at large and to address problems and take initiatives to instigate positive changes through design processes and research (Papanek, 2005). This research successfully used this line of thinking to gather data, by focusing on the research respondents in order to capture their aspirations about their county. In addition, according to Brown (2009), design thinking theory, is a mind set which is solution focused thinking which offers strategies to address complex problems and offers meaningful-practical solutions to make the world a better place. It is also human-centric, with a multidisciplinary approach. The design thinking theory and process involves in-depth research to understand the people's needs and wants and defines the needs and motivation of users. Next is the ideate stage for generation of many ideas and creation of multiple prototypes. Thereafter, test for feedback from diverse groups of end-users to identify the ideal end product (Brown, 2009). Cape Town, The World Design Capital 2014, is on record for employing design thinking in the transformation of the urban design management of its city. Therefore, Machakos County needs to consciously adopt design thinking mindset in its administrative organization because of its solution focused approach towards solving complex problems using local resources for urban regeneration.

2.2.7.5 Landscaping Design a tool for Urban Design

Urban design is yet another, interdisciplinary design skill, that can manage and shape public spaces such as cities, towns, counties, constituencies, villages in the way they are experienced and used (Barnett, 1982). Barnett (ibid) explains that the goal of urban design is to make urban areas like Machakos County more functional, attractive and sustainable. According to Barnett (ibid), it involves urban planning, landscaping architecture and design, civil and municipal engineering, sustainability. Urban design helps connect between people and places,

movement and urban form, nature and the built fabric, draws together the many strands of place-making, environmental stewardship, social equity, and economic viability into the creation of places with distinct beauty and identity, creating a vision for an area. It further deploys local resources and skills needed to bring the county vision to life, (ibid).

2.2.7.6 Advertising design as a tool for Outdoor Advertising

The outdoors landscape or county-scape image is the overall public image and its outdoor advertising campaign should be artistically promoted to influence public opinion and enhance the harmonious development between outdoor county space and the county image creation (Maosheng, 2013). Furthermore, it builds county brand awareness, convey information to the public, beautify the urban environment, establish social responsibility and earn the county revenue. Outdoor advertising blends architectural space factors such as the environment, roads and the natural landscape, (Maosheng, ibid). This is yet another area Machakos County leadership needs to engage design managers to influence the residents public opinion in the right direction.

2.2.7.7 Interior Design for Branding County Headquarters and Public Reception Areas

The environment at every public reception areas at the county headquarters need to reflect the county brand image, identity and conjure a dynamic first impression. According to Baker (2012), every urban region should intentionally have a cohesive county brand décor, with a welcoming ambience and a clear corporate culture clearly displayed. Nevertheless, a county needs to showcase its catalogues, newspaper articles featuring business involvement in groundbreaking ceremonies, promotions, open houses and presentations (Baker, ibid).

2.2.7.8 Public Relations, Marketing and Communications for Building Reputation

According to Zavattaro (2013), county branding is centered around creating and communicating a value added brand while public relations with advertising, marketing and

communication activities raises awareness, manages relationships and builds a favorable, positive reputation with stakeholders, such as employees, media, government officials and investors. Public relations delivers the authenticity and distinctiveness of the county brand which is an ongoing task and proactively take control to shape the place narrative and prevent scandals touching on the county brand, (ibid).

2.2.8 Competitive Identity Theory (CI)

According to Anholt (2007), Competitive Identity Theory is achieved when a government can compete in the global economy. When it has visionary leadership, a clear vision of what their county is, what it stands for, and where it was going. Anholt (ibid) states that a county can achieve CI if everybody speaks with one voice and all actions are coordinated in the sectors of investments, policies and communications, tourism promotion, brands, culture, people both internally and externally. Above all county brand strategy and management should be a component of the county government policy with emphasis on promoting 80% innovation, 15% coordination and 5% communication (ibid).

Coordinated stakeholders create harmony in all county operations and gradually see lasting benefits for exporters-importers, government, culture, tourism, immigration and its international relations. According to Anholt (ibid), brand management should be synthesized with public diplomacy, trade, investments, tourism, and export promotion with enhanced national competitiveness in a global world. CI denotes that consumers prefer making informed buying decisions. Therefore Machakos County needs to have a brand-led approach towards all public affairs and maintain good advertising for consistency in relaying all county messages. The benefits of a globally competitive county brand reflect a positive reputation, civic pride in the populace and innovation is highly prized and practiced. CI guarantees higher employability, more effective bidding for international events, effective investment promotions and has desirable county of origin exports.

CI means greater international profile, standing and media, a simpler accession into regional and global bodies, and more productive cultural relations with other regions. CI attracts consumers, tourists, talent, investors, respect and attention. The researcher agrees with Anholt (ibid) that an outdated county image means the place has no identity beyond its immediate neighborhood.

2.2.9 Theoretical Frameworks For Place Brands

This section examines place branding models used as techniques to build the place brand to achieve place purpose, direction, deliver brand promise, benefits, values and secure customer satisfaction, economic, managerial, community, business and political attention (Kotler et al., 1993). Past theoretical research indicates that no single model can work comprehensively on its own. Each model addresses a different aspect of the county brand. Due to the complexity of the county brand, several models need to be integrated to produce a holistic county brand. According to Anholt et al (2004), the county image can be created by deliberately aligning the key success factors, namely the county leadership, stakeholder partnerships, country brand strategy and design management practices with place branding models, to build their distinct identities. It is the cumulative effect of these communication channels which, over the years create a globally competitive county brand.

2.2.9.1 The Gilmore model

Gilmore (2002) states that county branding begins with in-depth research, a SWOT analysis of what is on the ground, identify and capture the spirit of the people, the current brand, identify unique brand attributes and how to move forward. These are founded on county vision, values, culture, history, economy and the people's experiences. When a brand is backed by solid research, it has more substance, and meaning and therefore, gives a complete and consistent overall brand. It further addresses brand positioning of macro trends like socio-economic, political and legal status, population, cultural and lifestyle trends.

It also addresses emerging industries and different stakeholders who represent diversity to its various audiences like visitors, residents, investors, students, retirees and opinion formers who must retain the brand integrity, core values and the state's spirit. The research used this model to observe the people's perceptions on their county's brand identity and corporate culture. Evidence accumulated indicates that most county brands have failed to impress because of focusing a short term approach. They advertise in the media for the design of county brands and offer cash rewards. This approach results in brands which lack substance and value because no research or branding process was carried out in the first place. The principles of this model were employed when carrying out in-depth research in Machakos County to understand the respondents needs, wants and aspirations about their County.

2.2.9.2 Levels of Place Marketing model

Kotler et al., (2002) suggests that a brand in place marketing adds a dimension that differentiates one location from other locations. Kotler's model addresses three areas in strategic place marketing. They are target markets, marketing factors and the planning group. The planning group is made of citizens, the business community, county and national government to engage the public-private sector and shape the future of a place. It diagnoses the community's' major problems and their causes. It identifies and develops a long-term solution based on its community values, resources, and opportunities that involves investments, transformations and four marketing factors. It assures basic services and maintenance of infrastructure, improves quality life with new attractions and the sustainability of current and new businesses. Develops a new campaign and image about the place's improvements and important features. Machakos County can benefit from this model for its guidance on how to organize a strategy to market, promote, satisfy and meet the needs of all its target markets (customers, citizens, businessmen, producers of goods and services, investors, export markets, tourists, visitors, students, media and politicians).

2.2.9.3 The Nation Brand (NBI Index) model

The NBI index has evolved to be the leading place branding tool globally. Brand Kenya Board uses the same model. It is a cost effective and comprehensive model for analytical ranking of the image and reputation of either a country or city or county. It is used to measure, build, manage and improve a region's standing. It examines the region's distinctive characteristics such as assets, of national competence, tourism, exports, people, governance, investment, culture and heritage (Anholt, 2005). Tourism appeal addresses natural beauty, historic buildings, monuments, vibrant life and urban attractions. Exports, ensures all export packages are labeled and checks the county's strengths technological science, creative energy and industries. People are assessed on friendliness and their appeal on a personal level. Governance is the competency and honesty of the government, respect for citizens' rights, and global behavior in international peace and security, environmental protection, and world poverty reduction. Investment is a county's power to attract talent and capital, interest in studying, working, living, its economic prosperity, equal opportunity, and the quality of living standards. Finally, culture is heritage, music, films, art, literature and excellence in sports. The research identified this model for Machakos County because it examines the perceived international and public opinion of a its businesses, trade and tourism efforts, diplomatic and cultural relations. It additionally, addresses global appeal, brand image and success in attracting investment capital, tourism, exports, talent and political influence.

2.2.9.4 City Brand Index (CBI index) model

The CBI index captures the complexity of cities, regions, nations and counties. It measures their performance, comparative rankings, existing and tested image, reputation and perception of a region (Anholt, 2006). The CBI index monitors six dimensions by exploring the people's perceptions on the region's, presence, place, pre-requisites, people, pulse and potential. Presence is based on the county's international status and standing and the global

2.3 The Conceptual Framework

Figure 2.4 below, displays the conceptual framework for the research. It is a concise description of the ideas and principles under study accompanied by a flow chart, displaying the major variables and categories connected by lines and arrows to show the relationships and interactions (Mugenda, 2008).



Figure 2.4: The Conceptual Framework

The variables are measurable characteristics that assume different values among the subjects. The independent variables are the county leadership, stakeholder partnership, county brand strategy and design management practices. These variables can be manipulated in order to determine their influence on the dependent variable, the globally competitive county brand. The research sought to establish the type of relationship between the county leadership and the globally competitive county brand.

Secondly, it sought to establish the importance of the county brand strategy as a county brand government policy in sustaining the globally competitive county brand. Thirdly it sought to identify the stakeholders for the branding project and determine the role of stakeholders partnership in monitoring the globally competitive county brand. Finally, the study sought to establish how the county leadership can put in place organizational structures to enhance the county brand value and develop a model framework for branding Machakos County. For the dependent variable, the research used the (NBI) index to determine the level of its competitiveness in the sectors of investments, governance, exports, tourism, culture and heritage, people between (2012-2013).

2.4 The Empirical Review

This chapter reviews city and nation branding in practice, their principles, challenges, case studies and achievements of measured phenomena. It also derives knowledge from actual experiences from other researchers' findings in the same sphere of branding places.

2.4.1 Why do most City or County branding campaigns fail?

Adopting a city brand offers tremendous rewards if done correctly and if the scope of brand planning is clearly understood. Baker (2015) states that most city branding projects get off to a great start with a lot of publicity and energy, only run out of steam, suddenly the brand fades and becomes confused to customers and stakeholders and considering the fact that branding is a costly exercise. Some of the most common challenges have been listed below.

2.4.1.1 Other Challenges Leaders Face in Branding Their Regions

It is evident that, a City or County without an articulated brand identity remains invisible (Baker, 2015). According to Dinnie (2011), the biggest challenge urban leaders face is how to make themselves visible, identify their uniqueness (image, reputation, credibility, competitive identity and fulfill the brand promise), activate and communicate to multiple stakeholders for

a consistent and coherent message about their regions through actions.

Without a reasonable degree of clarity at the initial stage of brand development and insufficient research there would be no clear county brand image or reputation left completely at the mercy of an indifferent world (Dinnie, 2011). On the other hand, Braun (2012) states that the county leadership and stakeholders sometimes find it a challenge to work with multiple stakeholders and the various projects at hand.

According to Braun (2012) county branding is considered an asset in attracting businesses, visitors and residents. Yet in spite of this fact, most of the leaders in charge of branding lack a clear idea of what county branding entails, or how to set it up or how to implement it (ibid).

Lack of stakeholder buy-in. Sustaining the brand requires a broad adoption, correct use and influence of the brand by stakeholders who have knowledge, objectivity and experience (Baker, 2015). Their engagement generates consistency in communications and delivery of experiences. Riezebos (2009), states that when the leadership fails to grasp the scope of branding and fails to involve and inform stakeholders on the brand benefits from the planning stage. Then, stakeholders end up having insufficient understanding of the branding process, brand management, concepts and techniques, brand positioning and brand elements. On the other hand, Riezebos (ibid) observes that brand policy is incompatible with democracy because branding requires a strong hand, otherwise a univocal brand image is not possible.

According to Dinnie (2011) the budget gap causes limited financial resources and over-stretched and inadequate facilities hinder the possibility of building a competitive county brand. The lack of an organized structure and brand strategy in executing a county branding plan coupled with political instability and political self-interest makes a region lose its global appeal (Riezebos, 2009). According to Baker (2015), it is evident that focusing on short term results leads to brand failure. On the contrary, place branding is long-term and a cumulative effort to build positive awareness, associations, name recognition and reputation.

Dinnie (2011), states that another key challenge is repositioning the region's brand to overcome negative perceptions from the past. Furthermore, the performance gap occurs due to the lack of credibility and authenticity in the real urban experience not matching the expectations created by the brand messages and failure to have a united front for all the regions sub brands (URB-ACT, 2012). Failure to deliver the brand promise which must be rooted in reality and truth and finally failure for the county brand to appeal to the locals.

Emphasis on expensive advertising campaigns, instead of integrating grassroots tactics such as events, city tours, public relations success stories for awareness and word of mouth (URB-ACT, 2012). The lack of a brand manager to manage and protect the county brand and failure to engage specialist design management skills means decisions may be overlooked by inexperienced workers (Citi for Cities, 2010). The European Institute of Brand Management, (EURIB, 2012), observes that, alignment with the county's administrative structure makes county branding a complex and a challenging phenomena. Braun, (2012), goes on to state that branding the county requires political consensus or it would turn out to be more than just a pipe dream. It is evident that, county branding practice is affected by the political landscape whereby politicians rarely look beyond the next general elections, making pursuing and implementing a long term county brand strategy a herculean task (Braun, 2012).

A quote by Charles Kettering states that "a well defined problem is a problem half solved". As a result, the challenges addressed here-in, will enable Machakos County leadership to plan better strategies and have a successful, progressive regional brand. More-over, comprehensive management and protection of the county brand is long term, and cumulative. It is an ongoing, organizing and management principle that needs continued focus to shape and deliver the brand (Citi for Cities, 2010).

2.4.2 Case Studies of Successful City Branding Campaigns

This section enables Machakos County to benchmark successful city branding campaigns delivered through strong visionary leadership in collaboration with stakeholders, a clear brand strategy (policy) with design management practices behind the on-brand campaigns.

2.4.2.1 City Branding: The case of Lyon (France)

Euro Cities (2010) singled out the best city branding campaign among forty leading metropolises as a means to provide a toolkit for others to apply and formulate an attractive brand identity, an economic development model with global positioning strategy. France's Lyon, had a city mayor considered a visionary leader who worked collaboratively with stakeholders from twelve economic institutions, public authorities, business community, key visitor infrastructure and facilities, science and technology and Lyon Universities. They launched "ONLYLYON" brand as an international signature for the city. Their brand strategy was to have an entrepreneurial zone and make the urban area the number one business start-up zone in Europe. Its leadership allocated sufficient funds between 600,000 to 1.5 million Euros. They put the inhabitants at the heart of the strategy by promoting innovative solutions with technological viability. They promoted efficiency on a digital platform and put up energy efficient buildings. They offered sustainable transportation and accessibility as well as offered superior brand experience with lasting brand loyalty. "ONLYLYON" campaign, was a consistent, coherent approach which allowed all partners to use the brand in raising public awareness on all international communication campaigns and in all global marketing strategies. Its website, social networks, targeted companies and investors, event organizers, students and potential residents and visitors. They ran a very successful program of fifteen thousand brand ambassadors. Results of the "ONLYLYON" campaign brought 1750% media visibility, 48 million followers around the world, 60% impact on the international press and improved ranking compared to the previous year.

They held “World Web Conference 2012” (Euro Cities (2010). Studies indicate that the brand “Machakos, The Place To Be” is already an attractive and globally appealing catchphrase. The county leadership needs to define a its brand strategy and make it a government policy to promote the county as “The best entrepreneurial zone in Kenya”

2.4.2.2 “Your SINGAPORE” Brand Story

According to popular belief, it is said that without branding, there would be no Singapore. Singapore a city state, through careful engineering, projects its positive traits as a globally competitive city. An Asian megacity, with an enterprise culture, stable governance, corporate probity, low crime, with a thriving cosmopolitan city brimming with diversity, culture, language, arts and architecture (Koh, 2011). Designer, Koh Buck Song, argues in his book “Brand Singapore” that the theme “From Third World to First World in a matter of 30-years” propelled Singapore to be known as a dynamic, safe, corruption-free business place. Political will for the branding campaign, was centrally directed from the prime minister’s office (though enjoyed non-bureaucratic legitimacy) in conjunction with brand partners or stakeholders. Singapore Tourism Board directed the branding campaign in conjunction with Singapore Airlines, which are state owned companies. Others were community associations to ensure its on-brand message was reflected in the employees and citizens daily conduct. The stakeholder partnership was more extensive than most cities and their roles and responsibilities more entrenched and pronounced. It spearheaded a closely-coordinated program of nation branding to attract investments, business, trade, tourism and talented citizens. Today, Singapore is known as a dynamic, safe, corruption-free business place (ibid). Singapore has strict media laws whose main goal is to maintain social harmony and to protect its image. Singapore used online branding especially the internet and social media (Stevens, 2011). Singapore enjoys soft power globally as a favorable, welcoming place to do business.

Singapore's positive brand attributes read, lowest infant mortality, adult literacy 95.4%, low poverty level, no homelessness or slums, life expectancy 79.9 years and housing 90.9% ownership by residents. The economy growth rate is 8.1%, its politically stable, good ethnic cohesion, low environment pollution and good resourced waste collection, culture-wide range of museums, arts and film industry (Stevens, 2011). Machakos County needs to use its ideology "Maendeleo Chap! Chap! county motto, "Kya kimwe kiyua ndaa" to motivate the residents to move with speed from 3rd World to 1st World in the next decade just like Singapore city state. The county motto is another popular motto which can promote further unity and cohesive development for the County's common good.

2.4.3 Euro Cities Brand Building Principles For Places

In a globalized world, highly competitive environment, place branding is about creating the sustainable competitive advantage and the distinctiveness of a place. Thus, Euro Cities (2010) engaged one hundred cities in Europe to establish the principles that are best suited to brand a city or a county. These findings have worked in Europe, therefore, Machakos County, can integrate the same principles in its brand management to keep its brand alive, to drive success and influence their relevant markets. The Euro Cities brand building principles are as follows;

A county brand identity needs to be distinct and memorable with a clear purpose, a clear objective, plan, process, roles and responsibilities, for the branding project to run smoothly. Credibility and authenticity is key whereby the aspirations for the county must be grounded in reality. In-depth research is used to validate a credible positioning, relevant and motivating. Leadership needs to be specific and focused since it is critical to decide which elements should take priority in the brand strategy. Utilization of local resources promotes creative ways to get the project accomplished. The design manager's big role is to create advertising campaigns for building awareness.

Integrating grass-roots tactics such as events, city tours and PR success stories. Word of mouth is preferred in creating brand preference. Euro Cities (2010) observes that the place brand is the DNA of a place, what it is made of, what it passed from generation to generation. Its authenticity and differentiation from others. For the design manager, developing brand positioning and thinking beyond the words that describe the promise that the place is making and incorporating additional supporting visuals and sounds is powerful to help motivate the target audience. Design managers make advertising more emotional to connect with its audience and its core promise. It needs to be more functional and deliver a consistent, frequent, look and feel of the message across all the communication media.

Euro Cities (2010) observes that branding a city or county is a long-term undertaking of three to four years to see economic benefits. It requires patience and commitment. Therefore, it is important for the leadership to maintain a strong coalition with stakeholders in the branding progress. Set realistic criteria for success, and make a plan to measure success annually. Stakeholders in Europe, are committed and have conviction to support the city brand. They were made aware of it, believed in it and lived it. This personal engagement ensured that the strategy became the foundation of all activities that stakeholders pursued from marketing to decision making (ibid).

2.4.4 European Union Guidelines on Brand Building and Management

Amsterdam, Berlin, London, and New York are major cities considered globally competitive (Economist Intelligence Unit, 2013). They have successfully been practicing city branding within the last decade (EURIB, 2012). On the local scene, the advent of the Constitution of Kenya (2010), propelled the counties to consider building and managing their brand identity for competitive advantage and sustainability. The European Union program, URB-ACT (2012) promotes sustainable urban development by developing solutions to urban challenges and in sharing good practices.

The European Union program, URB-ACT, (2012), identified Tampere city for successfully building a globally competitive city brand using the model shown in Figure 2.5 below.

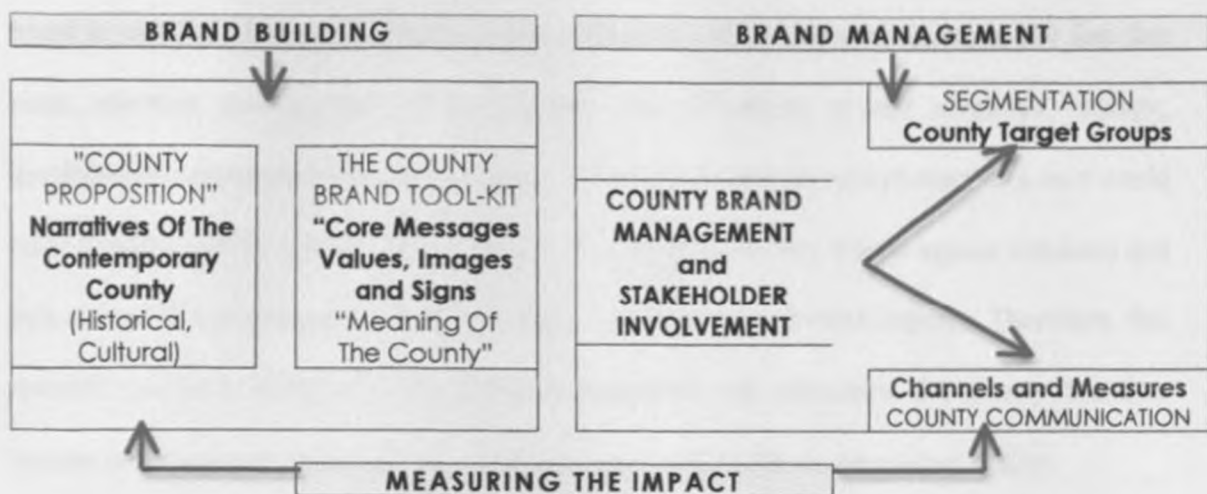


Figure 2.5: Building the Narrative of the Contemporary County
(Source: URB-ACT, 2012)

In 2010, the Finnish city's leadership in a joint partnership with its stakeholders devised its city brand strategy categorized into five stages: They analyzed the city's current situation, then defined its brand identity, communication strategy, brand design and brand use. The brand building phase took six months. The brand management phase involved the management and monitoring of the process run by a project team made up of stakeholders from the municipality's marketing and decision-making units. A *steering group* was formed to test and comment on the work, through dedicated workshops. A *users group* was formed to act as an information hub. An *influence group* was meant to disseminate the results, gather representatives from the business community, the academia, politicians, artists, innovators, and athletes (URB-ACT, 2012). All these groups met once a month. Tampere's city officers underlined the importance of documenting the analysis and work carried out by the groups. They used tools such as benchmarking, research data, and mega trends to plan the process from the very beginning and defining a clear scope of the project (Euro Cities, 2010).

Successful brand management practices carried out by The European Union program, URB-ACT have worked. Therefore, Machakos County brand can adapt the same guidelines to remain globally competitive, remains true to the brand strategy and simultaneously allow the brand to adapt to change. Therefore, governments are beginning to wake up to the fact that cities, countries and counties all need a new way of looking at their identities, strategy, development, competitiveness and purpose if they are to survive and prosper in a new world order (Anholt, 2007). On the local scene in Kenya, most county brands appear outdated and lack competitive advantage as they have been adopted from previous regimes. Therefore, this research intends to establish how brand management can reposition the county brand to become more dynamic, shed off old stereotypes and reflect the contemporary reality.

Gregory et al., (2010) provides almost similar place management principles as follows (i) identify a clear vision for the county's future (ii) get feedback, support and educate the county's management on county brand attributes (internal culture) (iii) the activation of local communities must follow, prioritize resident's needs and involve them in strategy and brand delivery (iv) seek common ground between multiple stakeholders within the county (local chamber of commerce, trade associations, locally based corporations) and outsiders (regional/national/international governments and associations, neighboring counties) (v) address the basic infrastructure of the county as a place to live, work, visit and invest in (vi) align the brand promise with the natural and built environment (vii) provide opportunities to targeted individuals in employment, education, services, leisure, lifestyle and companies should receive financial or tax incentives and favorable labour conditions (viii) Finally, all brand communications and promotions must be creative, and consistent. These are advertising campaigns, annual communications programs, media relations/public relations, brand management, marketing and online communications, crisis communications and issues management, events management, strategic lobbying and government relations.

2.4.5 Characteristics of Globally Competitive Cities (E.I.U, 2013)

According to Anholt (2007), all responsible governments, on behalf of their people have discovered that regions with a good, powerful and positive reputation find that almost everything they undertake on the international stage is easier and the places with poor reputations find that almost everything is difficult, and seem virtually impossible. According to the Economist Intelligence Unit (2013), a city's or county's competitiveness determines the wealth and poverty of that the region. The E.I.U (2013), assessed one hundred and twenty cities to determine their competitiveness based on eight distinct thematic categories.

The benchmarks are (i) economic strength 30% (GDP growth, average income level, trade in the regional markets); (ii) physical capital 10% (physical infrastructure, public transport infrastructure and telecommunications networks); (iii) financial maturity 10% (ease of access for firms ability to get finance-local banking system), (iv) institutional character 15% (taxation, government fiscal autonomy, legislative, electoral process, rule of law and accountability), (v) human capital 15% (skilled labour force, quality education, healthcare); (vi) global appeal 10% (public private partnerships, technology parks, free trade zones, special economic zones, tax breaks), (vii) social and cultural character 5% (livability, freedom of expression, human rights) and (viii) environmental and natural hazards 5% (sustainable environment policies). The hot spot competitive cities are in In North America (New York, Chicago, Washington DC, Los Angeles, San Francisco and Toronto); followed by Europe (London, Paris, Amsterdam, Copenhagen, Stockholm and Zurich); followed by Asia (Singapore, Hong Kong, Sydney and Melbourne); and the Middle East (Dubai, Doha and Abu Dhabi). Despite rapid growth in Latin America and Africa, there is a vast competitiveness gap between the best performing cities and those in the developed world (E.I.U, 2013). Unfortunately, African cities continue to face the biggest competitiveness challenges of all regions. They spread across the bottom half of the overall index.

In Africa the three top competitive cities are led by Johannesburg, Cape Town and Durban. At the very bottom are Cairo, Nairobi, Alexandria and Lagos (E.I.U, 2013). Ultimately, Machakos County leadership needs to adapt the ten benchmarks for the European Competitive Index and start proactively working on them and in the long term the County will stand out to be the most competitive County-City in Kenya.

2.4.6 “BRAND AMERICA” - The Mother of All Brands

America, has become the largest and most powerful brand that shapes the world in the global market place, nicknamed “The mother of all brands”. This is because according to Anholt et al., (2004), America seems to have instinctively understood, centuries before any other region in the world, that the growth, management and protection of its good brand name is a valuable asset. America became a powerful, positive and strong brand because Americans had a strong national loyalty, they loved their country and lived the brand. Also because of marketing, advertising, branding campaigns, sales promotions, TV and Radio spots, direct mail, catalogue selling, point of sale, the internet, consumer research, focus groups, public relations and commercial publicity (Anholt et al., 2004). America had the wisdom to put their brand strategy, the public and private purpose in writing at the start as well as forged commitment to work out their big idea and build it into their group culture after its launch. The brand strategy defined a set of simple guidelines on a clear and sustainable vision for where the country is going, its reason for continuing to exist its, future role and position in the community of nations (ibid). Brand America identified a working group of stakeholders drawn from the government, civil society, NGO’s, entertainment, media, businesses, foreign service, tourism, culture and the arts, religion, academia and education. The working group had real influence, real budgets and a direct reporting line to the president (ibid). America’s brand promise is simple, “America is the land of opportunities”.

The brand values are inscribed in the constitution, on how they should be understood as “A new kind of country whose government depends for its legitimacy on the support of the governed, and described itself as being pro-liberty and anti-tyranny” (Anholt et al (2004). Its brand success-is clear and communicates a clear set of underlying principles with powerful mechanisms to ensure consistency from one location and generation to the next. Principles based on building and preserving a unified group culture fosters a sense of common purpose where personal ambition is harmonized with shared goals and loyalty to the group. Adhering rigorously to internal and external branding (ibid). Anholt et al, (2004) explains, that America’s overall brand image is aligned to the (NBI) Index model and its brand strategy. America practices public diplomacy (PR, news conferences, media management, broadcast and interview techniques and produced media friendly sound bites). They use rich vocabulary to describe their country to foreign publics and other governments.

America has built a rich and satisfying brand by promoting its culture (including American films, music, literature and art). They dominate international news channels (such as Voice of America, CNN, MTV) and manage-counter negative propoganda. Its commercial brands are the most powerful Brand ambassadors. America has built an empire by making people love it and gave wonderful dreams and great shows with a vast global consumer base making America, The Brand Leader of All Times. Similarly, Machakos County needs to invest in its good name and proactively, strategically design, manage, communicate, promote, protect and inscribe its brand values in its county brand government policy.

2.4.7 Global Rankings of Cities

What is not measured is not managed (CEO’s for Cities, 2006). The progress of cities and counties should be regularly tracked and compared to competitors (Dinnie, 2011). Appendix VI, displays global rankings of cities. It helps cities to learn from one another, for authorities to organize, manage cities effectively and use the ranking criteria as benchmarks (ibid).

Mercer Quality of Living Survey (2014), survey advises that urban leaders need to understand factors that affect residents' quality of living conditions (cost of housing, transport, food, clothing, household goods and entertainment) and address issues to increase their overall quality-brand ranking. Machakos County leadership and stakeholders need to embrace brand benchmarking which equips leaders to have a holistic approach in addressing all urban issues. These are political-social-environment, economic-socio-cultural environment, medical-health, schools-education, public services-transportation, recreation, consumables, housing and environment. According to Mercer Survey (2014), the world's top most livable cities; Vienna (Austria), Zurich (Switzerland) and Auckland (New Zealand).

2.4.8 The World Design Capital - "CAPE TOWN 2014"

Africa has typically lagged behind the west in terms of innovation and competitive advantage, but now through design thinking mindset, ideas are being created with unique local solutions to the continent's unique problems (ICSID, 2014). In Africa, where basic survival challenges and societal problems are an everyday reality, design's problem-solving capabilities have the potential to improve life. Cape Town's motto "Live Design, Transform Life" mobilizes its leadership to use design thinking as a mindset that is integrated into strategic, operations and marketing management. It is solution focused thinking, has a human-centered approach, research based, and advocates for innovation and collaborative, hands-on approach towards the city's organizational structure (ICSID, 2014).

The Executive Mayor, Alderman Patricia De Lille acknowledges that they have discovered design as a useful tool for the social transformation of Cape Town to promote local creativity.

The city is set to achieve its strategic goals design strategy, aligned to its corporate brand strategy for creative solutions for the city's urban challenges. The aim is to leave behind a rich legacy and prosperity without depleting the planets' finite resources.

From inspiring furniture through architecture and technology, interiors and landscape, brand identity and communications, food and culture, fashion and jewelry, crafts and art, creativity to urban and environmental planning (ICSID, 2014). Cape Town has a year long program of hosting exciting design events that inspire, educate, transform and connected lives in the sustainable city. Machakos County can similarly adopt the theme “Live Design, Transform Life” to promote the county’s social, cultural, political and economic development.

2.4.9 Brand Kenya Board (BKB) on Nation and County Branding

All counties in Kenya are sub brands and the Kenya national brand is the mother brand. Brand Kenya Board (BKB), is the country’s state corporation in charge of its national brand. According to BKB Strategic Plan (2009-2012), counties need extensive branding to remain competitive and that the national brand supports its regional entities to make them hubs of commerce and industry, attract new investments, build its individual base, develop tourist and investor's industries, and create wealth for the counties. By late 2013, BKB was still in the process of rolling out a joint initiative program with the county governments known as, The Counties, Towns and Cities Branding (CTCB) strategy. BKB indicates that CTCB policy aims to rebrand the counties to empower them to play an increased role as centers of tourism, trade and investment and technical advice in the development of county brands and strategies. Enhance their competitiveness and position them for prosperity. Offer guidance in surveys for appraising the counties strategic assets and secure the necessary resources for undertaking baseline surveys. Finally, introduce and sensitise the concept of branding to the county's executives and stakeholders. Brand Kenya Board (2012), indicates that the CTCB strategy has formulated a county branding process to enable the counties assess, analyse, align and articulate the county vision. Additionally, activate county life, communicate positive perceptions, and promote on-brand activities to keep the county brand fresh and relevant. The aim is to help counties create greater positive visibility.

BKB emphasizes that branding the county should begin with the county leader, since he is the county's number one brand ambassador. He is required to understand the importance, benefits and county brand value. According to BKB (2012), Nairobi City, Kiambu, Kajiado and Machakos counties are poised to become attractive icons of investments and consumer markets. This statement supports the researcher's view that Machakos County is indeed ripe for county branding and an ideal choice for the research study.

According to BKB, there exists a national brand strategy policy for, namely, The Country Brand Master plan (2009-2012). It has integrated the national goals and objectives set by Kenya's Vision 2030. The government's initiative has enabled BKB to successfully create a unique brand identity and image for "Kenya, Make It Here" As a competitive and preferred destination to visit, live and invest in. It aims to instill civic pride, patriotism and social cohesion in its citizenry. Additionally, enhance confidence in Kenyan investors, visitors, tourists and development partners. Six years down the line, BKB has achieved monumental strides in nation branding. As a result, Brand Africa-Brand Finance (2012), ranked Kenya as the most improved country brand in Africa (Brand Finance, 2012). BKB leadership has partnered with key representative stakeholders in the government, private sector, media, public service, citizens, Kenyans in diaspora, county leaders, business community, and Kenyan investors. BKB, uses the nation branding model, the (NBI) index for nation branding. They have a benchmarking model, The National Brand Audit (2014) for ranking, monitoring and measuring the nation brand, for comparison with competitors, for review its effectiveness, for determining brand strength or weaknesses or inconsistencies and opportunities for improvement and new developments (BKB Strategic Plan, 2009-2012). The research observes that the determinants of nation brand are similar for those required in county branding. These are political goodwill, leadership in collaboration with representative stakeholders, brand strategy as a government policy, branding process, skills and resources to

build, manage, communicate and promote the image, attractions, landscape, infrastructure and the people. This information supports a related theory by Kotler, et al., (1993), who states that place branding practices are the same for branding either a nation, a city a region or Machakos County with the aim of increasing their visibility and positioning.

2.5 Chapter Summary

Every responsible government needs to know how the world perceives it. This is because the county brand has emerged as a license to trade, a development tool and a government asset in the region and global market place. Indeed, first impressions of a region indeed matter as it provides differentiation, cultural significance, an economic value and markets the county's strong attributes. A county's good name acts as a decision criterion for potential investors. For instance, Paris is about style, Japan about technology, Switzerland about wealth and precision, Rio de Janeiro about carnival and football, Tuscany about the good life. It is evident that, urban branding is moving beyond utilitarian responsibilities and considers urban experiences and quality of life issues. An attractive and competitive county brand benefits the government, exporters, importers, the cultural sector, tourism and international relations. Unfortunately, counties without articulated identities will remain invisible.

The research sought to establish the key determinants of a globally competitive county brand. Strong visionary county leadership, the brand champion, with strong compatible and collaborative synergies with relevant stakeholders to monitor the long term branding process stands out. A brand-oriented organizational culture with departmental coordination with a brand government policy gives a clear structural framework to manage the county's brand for future development. It is long term and requires patience and commitment. The engagement of the multi-disciplinary design management skills and design thinking mindset, a positive county corporate culture guarantees consistent integration of branding communications across all stakeholders.

Consequently, evidence shows, design managers have a social responsibility to their community especially in urban branding a new approach for empowering county development by increasing their attractiveness and international visibility to compete in the global market place. Evidence further, indicates that the Counties advertise in the media for county brand identities or symbols, offer cash rewards for the winning entry in a span of a record one month. This procedure is supported by the Constitution of Kenya (2010) and the County Government Act No. 17 of (2012), section (4), which advocates for the public participation of designing the county symbols. Unfortunately, this is a short term approach, devoid of in-depth research and fails to follow the branding process. The end product fails to capture the spirit of the people. On the other hand, the branding process is a key brand function, that should be ongoing, updated regularly, and should not remain static to be able to re-invent and revitalize all the outdated and pre-colonial symbols which have become irrelevant to the counties present day aspirations, simply because no branding process has been followed. More over, contrary to popular belief, branding a place is not about graphical symbols, or a promotional campaign or a communication strategy. It is about creating a desired brand promise, brand perceptions, positive brand expectations, brand reputation and create brand elements of the place and in the minds of residents and visitors.

On the other hand, place branding theory highlights the importance of addressing multiple stakeholders perspectives in the county. County branding theory is useful in achieving competitive identity, a coherent strategy, urban development, place marketing theory, geographical marketing mix, distinguish themselves and improve their positioning. Other useful models or techniques are Kavartzis's (2004) county brand communication model, that drive the image of the county. The CEO's for Cities (2006) communication touch points model, targets audience who come into contact with the county brand as an opportunity to enhance its value proposition.

Additionally, a county is a poly-functional system with several components. As a result, brand architecture provides a cohesive, organized structure to market all its sub brands. Furthermore, place brand experts indicate that the county brand has a hyper-complexity structure of the, and therefore no single place branding model can work comprehensively on its own as every model addresses a different aspect of the county brand.

The Competitive Identity theory states that competitive identity is achieved when a government has a positive, clear, believable idea of what their county really is, what it stands for and where it is going; coordinate all its actions; brands; investments; policies; people; tourism and communications both internally and externally. European, North American, Latin American, Middle East cities are leading in competitiveness as opposed to cities from Africa. One reasonable explanation is that they are more aware, and have strategically put into use place branding principles, guidelines and brand management models. Centuries ago, America put their brand strategy in writing, and built it into a group culture after its launch. Today, brand America is in a class of its own. The importance of city/county brand rankings can not be over emphasized as useful benchmarking tools used by global cities to learn from each another and for authorities to organize and manage their urban centers effectively. In spite of African cities being considered least competitive globally, Cape Town was the World Design Capital, 2014, recognized for integrating design thinking strategy, into the city's administrative management and corporate culture. Similarly, if all these theories were put into use by Machakos County, will be able to realize their county's objectives, increase its investments, community development, reinforce civic pride and avoid social exclusion and leave behind a rich legacy for future generations.

Finally, this research has proven that no known local studies have been conducted in Kenya to evaluate the scope of place branding concepts and to establish the determinants of a globally competitive county brand. Hence more empirical studies need to be encouraged.

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.1 Introduction

This chapter describes the outline of the procedures used to carry out the research. It gives a roadmap on the research design, target population and sample, sampling techniques, data collection methods, data analysis procedures and data presentation.

3.2 Machakos County Profile

Machakos County was identified as a strong case study because it had shown positive indicators in county branding, proof that it is ripe for branding. According to the County Government Act No. 17, Section 4, the county has the mandate for self-governance and to influence the county brand equity. They were ranked sixteenth position based on the poverty index (CRA, 2013). 51% of the citizens are economically inactive. This implies that there is need to spur economic development and increase investor confidence to boost employment to reverse the situation (KNBS, 2013). Skilled and unskilled labour is available which is a big factor to creative industries. The existence of rich natural resources in minerals and vast tracts of virgin land, means the county is an attractive business destination with availability and accessibility of raw materials for creative industries. The county's warm, sunny climate, rich wildlife and beautiful landscape is an added advantage in attracting more foreign direct investments through tourism and visitors. The county is strategically located (Appendix VIII), therefore, it is an attractive destination to entrepreneurs because of proximity to markets and the low cost of delivering goods. The infrastructure is easily accessible enabling transport and communication costs to go down. County branding will gradually create a positive, distinct brand, alleviate the prevailing poverty, generate jobs, improve the people's living standards and enable the county to compete in the global market place.

3.3 Research Design

Yin (2003), states that research design is a blue print on how to answer the objectives of the research. Consequently, qualitative research method is subjective, and the ideal method in this case to explain the social phenomena, discover new relationships, obtain narratives describing the key informants experiences, perceptions, opinions, experiences and gain their in-depth understanding of county issues (Pollit et al., 1999). The rationale for using descriptive research design is to achieve in-depth, narratives of the state of affairs as it exists in Machakos County (Kombo et al., 2006). Additionally, a case study design was applied to describe a unit (Machakos County) in detail, in context and holistically (ibid). This study is in aid of investigating the determinants of a globally competitive county brand in Kenya with Machakos County as the case study.

3.4 Research Subjects

Mugenda et al., (2003), defines the target population as the entire population with homogenous characteristics, from where the results are generalised. The subjects for the study were drawn from the county leadership's legislative, executive members and stakeholders in Kenya. The accessible population comprised of sixty (60) respondents from Machakos County who were available for sampling (Mugenda et al., 2003).

3.5 Sampling Techniques

Through purposive or non-probability sampling technique, Machakos County was selected for the case study as well as respondents comprising the executive, legislative members and stakeholders. Purposive sampling technique, is used in qualitative studies where subjective methods are used to select units chosen based on specific purposes or criteria associated with answering the research questions (Patton, 2002). Additionally, snowball sampling technique was used to identify potential future subjects among their acquaintances (ibid),

3.5.1 Table of Sampling Frame

SAMPLING FRAME – MACHAKOS COUNTY			
Leadership Category	Subject Categories	Total Pop.	Sample Size
County Executive	Executive Members 1. Governor (County Image Dept), 2. Deputy Governor County Executive Members (Ministers) 1. Public Service Labour, ICT & Cooperative Development, 2. Lands, Energy, Environment & Natural Resources, 3. Transport, Roads, Public Works & Housing, 4. Health & Emergency Services, 5. Water, Irrigation & Sanitation, 6. Trade Economic Planning & Industrialization, 7. Decentralized Units, Urban Areas, 8. Education, Youth & Social Welfare, 9. Tourism, Sports & Culture, 10. Water, Agriculture, Irrigation & Sanitation, 11. County Treasury & Revenue Collection	34	21
	Directors/Chief Officers of County Ministries ;: 1. County Secretary, 2. Transport and Roads, Public Works and housing, 3. Tourism Culture and Sports, 4. Public Service, Labour and I.C.T, 5. Education, Youth and Social Welfare, 6. Water Irrigation and Sanitation, 7. Finance and Revenue Collection, 8. Agriculture, Livestock and Fisheries, 9. Co-operative Development and Marketing, 10. Health and Emergency Services, 11. Environment and Natural Resources, 12. Planning, Decentralized Units and Urban Areas, 13. Trade, Economic, Planning and Industrialization, 14. Lands, Energy, Environment and Natural Resources, 15. County Image, 16. Public Affairs and Communication, 17. Political and Research, 18. Investment Promotion Board, 19. Machahood (Machakos Entertainment Centre For Film, Music and Arts), 20. Head of Public County Service 21. Political & Research		
County Legislative	County Assembly Service Board 1. Speaker, 2. Majority Leader, 3. Minority Leader, 4. Non-Member, 5. Assembly Clerk, 6. Deputy Clerk, 7. Chief Whip, 8. Deputy Whip, 9. Committee Chairperson. County Assembly Members 1. Elected Members, 2. Nominated Members, 3. Oversight Committee members, 4. Woman Representative (8 Constituencies)	20	16
National Representatives	1. Machakos Town 2. Mavoko 3. Masinga 4. Yatta 5. Kangundo 6. Kathiani 7. Matungulu 8. Mwala: 9. Senator		
Stakeholders	1. Ministry of Devolution & Planning, 2. Media, 3. Brand Kenya Board, 4. Vision 2030 Secretariat, 5. Kenya Association of Manufacturers, 6. Civil society (Church)	6	3
TOTAL TARGET AND SAMPLE SIZE		60	40

Table 3.1: Sampling Frame and Sample Size

3.6 Sampling Frame and Sample

Moreover, Cooper et al., (2003) explains that the sampling frame lists the entire population from where a sample size is selected. Table 3.1 displays the sampling frame, on the previous page. The representative sample comprised of forty (40) respondents. Graham (2002), indicates that a response rate above 30% - 50% of the entire sample size is sufficient to represent the target population opinions. According to Mugenda et al., (2003) selecting 10% of the entire population is sufficient for the research. The smaller the sample, the larger the sampling error and the larger sample, the smaller the error (Kerlinger, 1978).

3.7 Data Collection Method and Procedure

Data collection is important because it helps to clarify facts, stimulate new ideas, disseminate accurate information, influence legislative policies and develop meaningful programs (Kombo et al., 2006). According to Mugenda (2008) the pre-field work involved getting a consent letter from the director of School of the Arts and Design. Post field work logistics included coding and analysing data. Appendix III displays the questionnaire with a structured format, closed and open ended questions, making it easier to analyse, administer and collect data over a large sample (Mugenda et al., 2003). Questionnaires were economical to use and ensured data was collected in confidentiality (Tromp et al., 2013). Matrix type questions coupled with Likert scales measured the perception and attitudes of the respondents and allowed the use of quantitative data analysis (Mugenda et al., 2003). Appendix II displays the interview guide. Telephone interviews and emails were also used for follow up. According to Yin (2003), the use of different sources for collecting data for research is a major advantage.

3.8 Pre-Testing for Reliability and Validity

According to Orodho (2004) for the research instruments to provide useful results, the questions must be both valid and reliable. A pilot study to pre-test the research instruments considered a sample size of 10 - 20% (Baker, 1994). Pre-testing facilitates important

feedback on how questions are recorded or restructured and will be pre-tested under field conditions before it is ready for the field (Somekh et al., 2005). Pre-testing enhances clarity, collection of accurate information and corrects deficiencies revealed during the pre-testing exercise (Mugenda, 2008). Reliability measures the relevance of questions to yield consistent results while validity refers to accuracy of research inferences (Mugenda et al., 2003).

3.9 Data Analysis and Presentation

Data analysis is the process of bringing order, structure and meaning to the mass of information collected by examining what has been collected and making deductions and inferences (Kombo et al., 2006). The matrix table 3.2 on the next page is a useful analytical framework for data collection and analysis (Ngau et al., 2004). Descriptive statistics described the numerical summaries on what is the data or what the data shows and detect patterns emerging from the data (Mugenda, et al., 2003). Consequently, measures of central tendency (mean, median, mode) and measures of dispersion (standard deviation) were employed. Additionally, inferential statistics (regression analysis and correlation) was used to reach conclusions and understand what is going on between the variables or to understand the relationship or generalize or predict the sample results (Mugenda, et al., 2003). Breakwell et al., (2006), presents a descriptive research design as frequency tables, bar graphs, narratives. The Statistical Package for Social Sciences (SPSS) was used because it has descriptive statistical features, it is efficient, handles large data and guarantees reliable results. Qualitative data analysis was applied to analyze the open ended questions which targeted the respondents opinions on identifying the determinants of a globally competitive county brand.

3.10 Matrix Table for Data Collection

RESEARCH TITLE: Determinants of a globally competitive County Brand, a case study of Machakos County, Kenya			
NO	RESEARCH OBJECTIVES	DATA REQUIRED	SOURCE OF DATA
1	To establish the relationship between the county leadership and the globally competitive county brand in Machakos County.	<ol style="list-style-type: none"> 1. Clarity and Visibility of County Brand Identity, County Corporate Culture and County Brand Promise 2. County Leadership Challenges 3. Leadership Style Form of Governance 	<ol style="list-style-type: none"> 1. County Executive members 2. County Legislative members 3. County Stakeholders
2	To establish the importance of the county brand strategy as a county brand-government policy in sustaining the globally competitive county brand in Machakos County?	<ol style="list-style-type: none"> 1. Significance of County brand Government policy? 2. Objectives of the County Brand Strategy 	<ol style="list-style-type: none"> 1. County Legislative 2. Vision 2030 Secretariat 2. Brand Kenya Board 3. Ministry Devolution and National Planning
3	To determine the role of Stakeholders partnership in monitoring the globally competitive county brand in Machakos County	<ol style="list-style-type: none"> 1. Which Stakeholders should partner with County leadership in branding the county? 2. Define Stakeholders Roles and Responsibilities in the partnership. 	<ol style="list-style-type: none"> 1. National Government 2. Private Sector (Kenya Association of Manufacturers) 3. The Media (Standard Media Group)
4	What measures or organisational structures should the county leadership put in place to enhance the county brand value?	<ol style="list-style-type: none"> 1. Provide Sufficient Funds, plus Skills in (Design Management and Design thinking) and Technical capacity to design County Brand Identity, Corporate Culture, County Catalogue, "Themed" Master plan, Online branding, Brand County HQ's and Brand Landscape 2. County Branding dept. and Communications dept. 3. Branding Tools 	<ol style="list-style-type: none"> 1. County Image department, Machakos County, Kenya 2. Communications department, Machakos County, Kenya

Table 3.2: Matrix Table for Data Collection

CHAPTER FOUR

DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

This chapter presents the data analysis and findings of the research report, concerning the determinants of a globally competitive county brand in Machakos County. The information is presented in seven sections as shown below.

4.2 Section A: Response Rate, and the Demographics Data: This section analysed the respondents demographics with regards to their gender, age bracket, educational background and the period of time respondents have lived in Machakos County.

4.3 Section B: General Knowledge: County Brand Identity and Corporate Culture: This section analysed the respondent's general knowledge on Machakos County brand identity and county corporate culture.

4.4 Section C: Research Independent Variables: This section analysed how the county leadership in collaboration with stakeholders, county brand strategy and design management practices are the key determinants of a globally competitive county brand in Machakos County.

4.5 Section D: Globally Competitive County Brand: This section analysed the benefits of a globally competitive county brand and the county brand architecture.

4.6 Section E: Summary Report Findings: This section analysed the significance of the determinants of a globally competitive county brand, Machakos County

4.7 Section F: Highlights of The Design Management Project Portfolio based on the research findings whose inspirational theme is "A Better County By Design".

4.2 Section A: Response Rate and Demographics Information

4.2.1 Response Rate in Machakos County

The research targeted sixty (60) respondents in Machakos County. However, a total of forty (40) questionnaires including interview guides were usable. These statistics reflect a positive response rate of almost seventy percent 66.7 % against a negative response of 33.3%.

4.2.2 Gender Distribution in Machakos County

The research sought to establish the gender of the respondents in Machakos County. The findings indicate a majority of almost sixty percent 56.7% of the respondents were male and more than thirty percent 43.3% were female.

4.2.3 Age Bracket in Machakos County

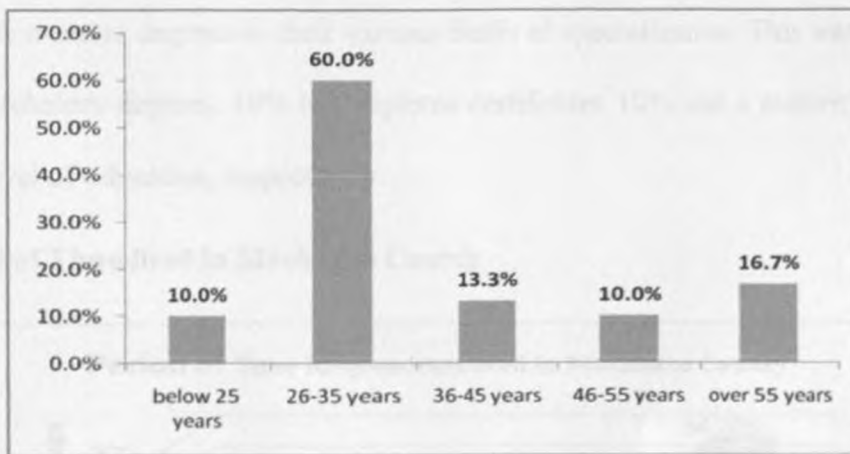


Figure 4.1: Age Bracket of respondents in Machakos County

The respondents were asked to indicate their age brackets as illustrated in figure 4.1 above. Majority of the respondents in Machakos County indicate that more than fifty percent (60%) were in their youthful, productive and energetic years, between (26-35). Approximately twenty percent 16.7 % were over 55 years old. The remaining 13.3% were between 36-45 years. Finally, 10% were between (46-55) years and 10% were below 25 years were respectively.

4.2.4 Educational Background of Respondents in Machakos County

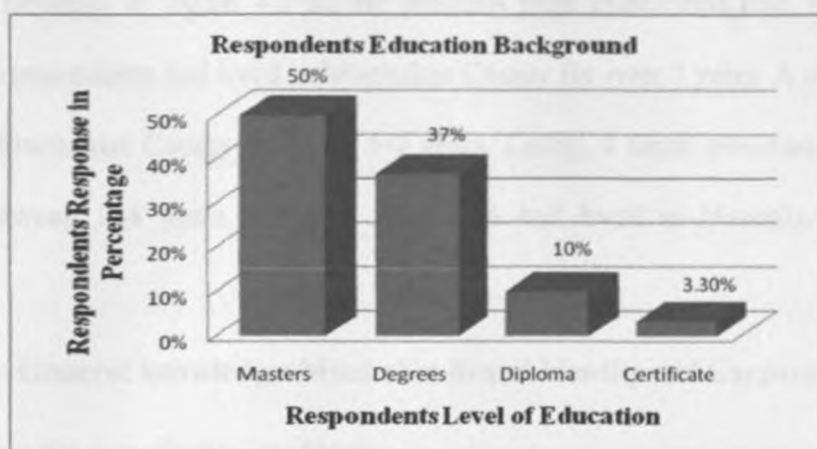


Figure 4.2: Educational Background of respondents in Machakos County

The study established in figure 4.2 above, that the highest level of education attained by the respondents in Machakos County, indicate majority of the respondents 50% had attained a post graduate masters degrees in their various fields of specialization. This was followed by 37% with bachelors degrees, 10% had diploma certificates 10% and a minority 3.3% had a certificate level of education, respectively.

4.2.5 Period of Time lived in Machakos County

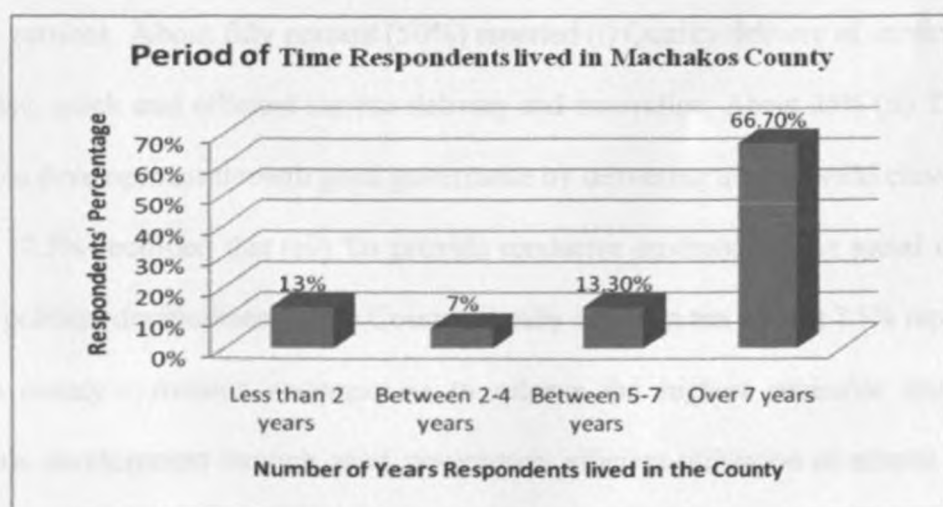


Figure 4.3: Period of Time lived in Machakos County

The respondents were asked to indicate the period of time they had lived in Machakos County. The findings in figure 4.3 in the previous page established that, more than half 66.7% of the respondents had lived in Machakos County for over 7 years. A minority 13.3% had lived in Machakos County between 5-7 years. Lastly, a small percentage 7% lived in Machakos between 2-4 years and less than 13% had lived in Machakos for 2 years, respectively.

4.3 Section B: General knowledge: Machakos Brand Identity and Corporate Culture

4.3.1 Machakos County Corporate Culture

The study sought to understand from the respondents their general knowledge about Machakos County's brand identity, county corporate culture, and county image reputation and brand attributes. They were given open ended questions to record their responses on the; county's vision, mission, brand values, brand promise, leadership ideology, motto and county logo, its tag line, image reputation and brand attributes.

4.3.1.1 Machakos County Mission Statement

In relation to Machakos County, the mission statement, all the respondents recorded six different versions. About fifty percent (50%) reported (i) Quality delivery of service through governance, quick and efficient service delivery and innovation. About 25% (ii) To achieve sustainable development through good governance by delivering quality world class services. Another 17.5% recorded that (iii) To provide conducive environment for social economic, cultural, political development of the County. Finally less than ten percent 7.5% reported that (iv) The county's mission statement is to achieve the highest attainable standards in sustainable development through good governance, efficient utilization of natural resources by ensuring quality in world-class service delivery, quick and efficient development and promote innovation for the prosperity of its people.

4.3.1.2 Machakos County Vision Statement

When asked what Machakos County's vision statement was, once again the respondents recorded more than seven versions. Almost fifty percent 45% reported that, (v) To transform the county into an industrialized, middle-income economy in line with Kenya Vision 2030. Twenty percent 20% reported that, (i) To be the leading county in sustainable utilization of natural resources, ensuring social and economic sustainability for prosperity for all. A minority 10% said that (ii) To elevate Machakos County to world class standards through effective governances, efficiency and focused to the achievement of set goals of the adventure in new technology. Another minority 12.5% stated (iv) To be a world class destination offering efficient services to its people. Five percent 5% said (vi) Transforming Machakos County into the epitome of beauty and development. Less than ten percent 7.5% indicated, (vii) To be the premier economic hub to invest in, live in, work in or visit.

4.3.1.3 Machakos County Brand Values

The findings yet again reported mixed results on Machakos County brand values. Majority 75% mentioned (i) speedy, quality, efficiency, innovativeness, integrity, accountability. About 12.5% mentioned (ii) community focus or people-centered or *Mwananchi-centered*, and value based leadership with a passion to offer affordable and accessible public services to the people. 12.5% mentioned, (iii) sustainable development, effective governance, transparency and respect for citizens, and partner with stakeholders.

4.3.1.4 Machakos County Brand Promise

According to the findings the respondents recorded five different versions of Machakos County brand promise. More than fifty percent 55% mentioned, (i) To eradicate poverty in Ukambani "*Kulungya Mwolyo Ukambi*". Twenty percent 20% reported (iii) To create employment and wealth, provide better health care, build roads and schools. A minority

7.5% reported (iv) To make Machakos County, The Premier Investment Hub and promote innovation or novelty; Another 7.5% said (v) To partner with all willing investors for the common interests of the residents. A small minority 5% recorded that (vi) To develop the county from third world to first world in one generation by offering value to the people and strategic positioning. Another 5% said (v) To offer excellent world class service in a quick and efficient way.

4.3.1.5 Machakos County Leadership Ideology, *Maendeleo chap! chap!*

A unanimous response was received regarding Machakos County's leadership ideology. It was very clear and popular to all 100% recorded confidently, *Maendeleo chap! chap!*. According to the governor, it means development delayed leads to an increase in poverty.

4.3.1.6 Machakos County motto, *kyaa kimwe kiyuwaa nda*

Almost ninety percent 87.5% were very passionate about Machakos County's motto expressed in Kamba dialect as *kyaa kimwe kiyuwaa nda* which stands for: United We Stand. It is embellished in the county flag. They also explained that it was a direct translation of Kenya's national motto, *Harambee*. Another minority 7.5% reported the county motto is to eradicate hunger in *Ukambani*. In Kamba dialect translates to, *Kulungya Mwolyo Ukambi*.

4.3.2 Machakos County Brand Identity

Less than ten percent (2.5%) reported that county government advertises for design in the media and give cash rewards to the winning entry (County Governemnt Act no.17 (2012), section 4). This approach does not follow the branding process. This explains why most repondents had very little information about the county's brand identity which symbolises, The Beginning of A New Dawn. For the county tag line 100% knew and liked it, The Place To Be. For the county corporate colours ten percent 2.5% knew vermillion red (speed and determination), cobalt blue (stability) and golden yellow (hope for the county's future).

4.3.3 Machakos County Image and Reputation

The researcher sought to establish the respondents perception about Machakos County brand image and reputation. The survey showed that majority 75% recorded that it is progressive with dedicated leadership, forward thinking, positive and the most progressive county in Kenya. Another 50% explained that it is goal oriented, result oriented, effective governance, corrupt free and that the county had the most attractive business incentives such as the waiver of land rates. Another 45% reported that the rural folk chant in Kiswahili, *Machakos ni namba moja* (Machakos is the leading county). A few respondents 20% reckoned that, there was need to rebrand the county to symbolize a new beginning.

4.3.1.9 Unique Brand Attributes for Machakos County

Based on the collective results, the respondents were requested to point out the most unique attribute that differentiates Machakos County from the other counties. A sizeable majority 75% concurred that, the county's best attribute was the launch of Machakos City Master Plan, a sustainable development plan set on 2,200 acres. Almost seventy percent 65%, reported it would transform the county economy and help Machakos County realize its vision to be the leading hub of investments in Africa. It would ensure growth and development is done in an orderly manner. It would allow efficient capital improvements, help institute public policies for development, identify positive and negative aspects of the community and strengthen their local identity. It would gradually, protect the county's rich environmental resources, its attractive county-scape and ultimately maintain a green, sustainable environment for its people for generations to come.

4.4 Section C: Research Independent Variables

4.4.1a Machakos County Leadership

This section is divided into two parts. The first part, sought to find out the relationship between Machakos County leadership and the county brand. The second part attempts to identify the challenges faced by the county leadership in branding the county. Table 4.1 below summarises the findings of the county leadership relationship on the county brand.

The influence of County Leadership on the County Brand	%	Mean	Std Dev
Effective governance should offer servant leadership in the civil service, institutions, employers and ordinary citizens across the urban landscape.	92.0%	4.60	0.72
Good governance is about finding new opportunities for all residents to thrive in urban citizenship, public and fiscal accountability.	93.4%	4.67	0.48
The Investment department can capture the county's power to attract talent and capital as a place to live, work, study and invest in	93.4%	4.67	0.55
Political differences and disputes amongst leaders can affect the County's image, reflecting poorly on its attractiveness to potential investors	94.6%	4.73	0.58
Political Stability is required for the success of the county brand	94.6%	4.73	0.69
The control of corruption in government institutions that govern economic, and social interactions leads to an attractive county brand	94.6%	4.73	0.78
County branding should involve key local stakeholders, to develop a brand that reflects the county's identity and values	94.6%	4.73	0.45
An attractive county brand honors the basic rights of its citizens	94.6%	4.73	0.52
The county brand should withstand public debates, political scrutiny, media questions, and scrutiny from marketing partners	95.4%	4.77	0.57
The leadership of a competitive county brand should be innovative, be proactive and should be a brand-orientated strategy	96.6%	4.83	0.38
Visionary, Accountable leadership makes an attractive county brand	97.4%	4.87	0.43
Total Average	94.6%	4.73	0.559

Table 4.1 Role of County Leadership on Machakos County Brand

The respondents were asked to give their general understanding of the relationship between the county leadership and the county brand. Their responses were ranked on a Likert scale between 1-5, with 5 being the most desired leadership aspect and 1 the most undesirable. A mean of above 3 is regarded to measure satisfaction on the test variables. Standard deviation was used to indicate the variation from the "average" (mean). A low standard deviation indicates that the data points tend to be very close to the mean, whereas high standard deviation indicates that the data is spread out over a large range of values.

Generally, the findings indicate that there is a direct relationship between Machakos County leadership and a globally competitive county brand. This is portrayed by an average ranking of about 4.73 across all the individual qualities that describe the county leadership. This implies majority of the respondents strongly agreed that variables represented in the table above were in line with their general perception about the county leadership and the attractiveness and competitiveness of the county brand. A sizeable majority 97.4% strongly agreed that the most influential qualities of the county leadership are visionary and accountability skills, 96.6%, innovativeness, pro-activeness and practicing brand oriented strategy. 94.6% reported the need to partner with key local stakeholders and honour the basic rights of citizens. 92% reported effective governance is about servant leadership in the civil service, institutions, employers and ordinary citizens. These findings, indicate that positive county leadership attributes directly influence the county brand to be globally competitive and vice versa. On the contrary, another majority 94.6% indicate political indifferences, disputes and inability to control corruption in government institutions would lead to a poor, unattractive county brand. 94.6% indicate that in order to maintain a globally competitive county brand, the county stakeholders need to ensure that they incorporate more opportunities for citizens and the investment department needs to aim more to capture the power to attract talent and capital to Machakos County the best county to live, work, study and invest in.

4.4.1b Challenges Faced by Machakos County Leaders in Branding the County

The respondents were asked to indicate the challenges Machakos County leadership faces in branding the county. The findings are illustrated in table 4.2 below.

Challenges Faced By County Leaders in branding the County	Freq.	%	Mean	Std. Dev
Nepotism and Tribalism	4	10%	4.028	1.547
Political Interferences	7	18%	4.056	1.600
Lack of Hiring Design Management Skills	9	23%	4.181	1.304
Lack of a County Branding Policy	11	28%	4.194	1.553
Corruption – mis-use of funds	15	38%	4.222	1.153
Ignorance on importance of “County Branding”	15	38%	4.222	1.153
Bureaucracy – delays in disbursement of funds	20	50%	4.764	.759
Lack of Sufficient Funds	21	53%	4.806	.685
Total Average	13	-	4.309	1.219

Table 4.2 Challenges faced by Machakos County leaders in branding the County

The respondents identified a number of challenges that inhibit Machakos County leadership from building a globally competitive county brand. About fifty percent 53% strongly agreed that the biggest challenge is lack of sufficient funds. Another 50% reported bureaucracy as a big stumbling block. Almost forty percent 38% identified endemic corruption and leaders ignorance on the scope of county branding. Almost thirty percent 28% identified the lack of a county branding policy while about twenty percent 23% reported lack of hiring design management skills. Other listed challenges by 10% reported that branding is not a priority, or delays in the disbursement of funds from the national government; lack of proper structures of governance and sensitization of policies in the management hierarchy; Lack of year long calendars for promotional activities; delays in passing information; selfishness-intimidation and witch-hunting; and finally, transitioning from the old mindset of the disbanded municipality to the new county administration has encountered a lot of resistance.

4.4.2 Machakos County Stakeholder Partnership

This section of the research sought to explore the role played by stakeholders in Machakos County branding project. It is divided into two parts where the first part attempts to identify the most suitable stakeholders for the branding project. The second part attempts to define the roles and responsibilities of stakeholders. Table 4.3 below, summarizes the most suitable stakeholders who should to be included in the county branding project.

	Stakeholders for the County branding Project	%	Freq.	Mean	Std Dev.
1	Government departments	70%	28	4.513	0.211
2	Private Sector and Business and Industry Community	58%	23	4.492	0.325
3	Board of Tourism	55%	22	4.361	0.145
4	Educational institutions like Universities	48%	19	4.278	0.387
5	Non-governmental Organizations (NGO's)	40%	16	4.202	0.621
6	Professional Associations	38%	15	4.189	0.241
7	Civic Leaders	30%	12	4.096	0.333
8	Youth Groups as well as Public Elected Officials	28%	11	4.066	0.254
9	Local Media	20%	8	4.051	0.115
10	Local professionals	15%	6	4.001	0.266
11	Local County Authorities and Committees for Events	13%	5	3.971	0.333
12	Women groups and people with disabilities	5%	2	3.852	0.324
13	Cultural or Heritage Institutions	3%	1	3.761	0.214
	Total Average	-	-	4.141	0.289

Table 4.3 Stakeholders for Machakos County branding Project

According to the findings it is notable that the government departments registered the highest number of respondents 70%; followed by the private sector and business and industry community registered the second highest 58%. This indicates that they should be the leading stakeholders in county branding project. About half 55%, identified the board of tourism, followed by almost fifty percent 48% identified educational institutions like local universities. Forty percent 40% registered NGO's followed by 38%, identified professional

associations, thirty percent 30% identified civic leaders and twenty eight percent 28% identified youth groups. Twenty percent 20% identified the local media, fifteen percent 15% local professionals, thirteen percent 13% local county authorities. Last but not least, less than 10% identified women groups and culture and heritage institutions. Other minority suggestions 10% not registered in the questionnaire, were: the diaspora Kenyans from the county, foreign investors, strategic managers, the Lands Control Board, policy making experts, Local professional associations like (Kenya Association of Manufacturers, Kenya Engineers Association, and the Kenya Library Association) and other minorities like the disabled.

Part Two: Table 4.4 below summarizes the views of respondents regarding the role played by stakeholders in maintaining the Machakos County brand.

The Role of Stakeholder Partnership in building the County Brand	%	Mean	Std Dev
Stakeholders should support a strong leadership to overcome internal differences, ensure progress and effective decision making	91.4%	4.57	0.68
The Stakeholders role involves planning, analyzing the county's current situation, structure brand identity, brand sustainability and brand usage	92.6%	4.63	0.76
Stakeholders ensure continuity for the county brand vision, transcending the life of several democratically elected government's term of office	93.4%	4.67	0.80
Stakeholders partnership should be involved in the brand building process and in communication strategy	93.4%	4.67	0.61
Stakeholders role is vital in action based implementation of the county brand strategy and in urban planning policies as a long-term process	94.0%	4.70	0.53
Stakeholders are supposed to be role ambassadors for the county brand as they share the county's vision formulated on a clear brand strategy	95.4%	4.77	0.57
Stakeholders represent different interest groups in the county and a partnership approach with the leader ensures buy-in and brand credibility	96.0%	4.80	0.48
Total Average	93.8%	4.69	0.63

Table 4.4: Role of Stakeholders' In Building the Machakos County Brand

The respondents were asked to give their views regarding the roles and responsibilities stakeholders need to play in building the Machakos County brand. Their responses were ranked on a Likert scale between 1-5, with 5 being the most desired leadership aspect and 1 the most undesirable. A mean of 4.69 indicates that most of the respondents, had strongly agreed with all the roles specified in the Table 4.4 in the previous page. Standard deviation also indicates the variation from the "average" (mean) is low which indicates that the roles are all very important.

According to the findings in the Table 4.4, the respondents strongly agreed that, the majority 96% reported that the leading role of stakeholders is to represent different interest groups in the county and ensure they have a strong partnership engagement with the county leader to ensure buy-in and brand credibility. Another majority 95.4% specified that stakeholders are supposed to be the county's role ambassadors. Equally important 94% reported that stakeholders vital role is to ensure action based implementation of the county brand strategy and the urban planning policies as a long-term process. An equal majority 93.4% identified that stakeholders partnership should be involved in the county brand building process and in the communication strategy. Another majority 92.6% indicated that stakeholders need to ensure the continuity of the county's brand vision in the short and long term. Additionally, the stakeholders role involves planning, analyzing the county's current situation, structure brand identity, brand sustainability and brand usage. An equal majority 91.4% specified that stakeholders should support a strong county leadership to overcome internal differences, ensure progress and effective decision making. A minority of 10% reported that other equally important roles as they advocate for public support for long term commitment to ensure buy-in, ensure county brand durability and they carry out survey processes and identify key infrastructure projects of priority. They support the county leadership and defuse any highly politicized tensions in the branding process and make sure it caters for all people.

4.4.3 Machakos County Brand Strategy

This section sought to identify the relevance of Machakos County brand strategy as a county brand government policy in managing Machakos County brand in Kenya. The results were tabulated as shown in Table 4.5 below.

Role of Brand Strategy in Managing Machakos County Brand	%	Mean	Std Dev
The objectives of the Brand Strategy is to eradicate poverty and corruption	90.6%	4.53	0.86
Brand Management policy will define the design process; implementation of marketing programs; activities to build, measure and manage Brand Equity	92.0%	4.60	0.56
Brand Strategy should be a county brand government policy on brand management spanning several periodic terms of elective offices, 10-40 years	93.4%	4.67	0.76
The Brand Strategy may stand for Industrial Centre, Business Centre, Cultural Centre, Educational Centre or Tourist Centre	94.0%	4.70	0.53
The Brand Strategy manages the Target Audience, Brand Expectations, integrates the latest Ethical, Environmental, Sustainability practices	94.0%	4.70	0.53
Brand Strategy defines positive differentiated attributes of the County	95.4%	4.77	0.43
Leadership must have a Brand Strategy Approach and be action-based	96.0%	4.80	0.55
Brand Strategy shifts unfavorable stereotypes of the County with a poor image among external and internal constituents to make it more appealing	96.0%	4.80	0.41
Brand Strategy's main aim is to stimulate economic growth and investments, create national pride, confidence, patriotism, attract investments and visitors	96.6%	4.83	0.46
Brand Strategy enhances its local, regional, global awareness and position	97.4%	4.87	0.35
The Brand Strategy defines; a common vision and values for the Community and create a consistent image of the County	98.0%	4.90	0.31
The brand strategy engages Stakeholders, Management Team and the Users	98.0%	4.90	0.31
Total Mean	-	4.76	0.505

Table 4.5: Importance of Brand Strategy in managing the Machakos County Brand

Their responses were ranked on a Likert scale between 1-5, with 5 being the most desired brand strategy aspect and 1 the most undesirable. A mean of 4.76 indicates that most of the respondents, had strongly agreed with all the roles specified in the Table 4.5 above. Standard

deviation also indicates the variation from the mean is low which indicates that the roles mentioned are all very important.

From the findings in Table 4.5 on the previous page, it is evident that majority 98% strongly agreed that the brand strategy defines the engagement structure of stakeholders, the management team and the users. It defines the county's vision and community values to create a consistent image of the county. Another majority 97.4% strongly agreed that brand strategy enhances its local, regional, global awareness and position. A sizeable majority 96.6% strongly agreed that brand strategy's main aim is to stimulate economic growth and investments, create national pride, confidence, patriotism, attract investments and visitors, and achieve a positive national reputation. Another majority 96% reported that it would help shift negative perceptions and change a poor image of the county among external and internal constituents to make it more appealing. Another ninety six percent 96% reported that the county leadership must have a brand strategy approach and be action-based.

A key finding 95.4% agreed that brand strategy defines positive differentiated attributes of the county. Another majority 94% agreed that the brand strategy manages the target audience, brand expectations, integrates the latest ethical, environmental, sustainability practices. A similar percentage 94% reported that the brand strategy may stand for a theme either as centers for industry, business, culture, education or tourism. An equally key finding by 93.4% indicated that it should be a county brand government policy based on brand management spanning several periodic terms of elective offices. Ninety two percent 92% of the brand management policy defines the design process, implementation of marketing programs, activities to build, measure and manage brand equity. Ultimately 90.6% reckoned brand strategy objectives are to eradicate poverty and corruption.

Other minorities 25% reported that the county legislative body expects the county brand department to come up with a structure for a customised county brand government policy. It

takes about three months to enact one. The findings indicate that it would be an internal control framework for the county management to rely upon and ensure the county's objectives are being met. Other minorities 10% established that the county brand government policy would empower county brand managers make informed decisions and indicate a clear structure on how to deliver the county brand promise. Its existence will enable the management deal with problems and issues without consulting. It would give guidelines to govern the county's actions, define limits and address acquisition of resources with which the county's goals can be achieved. Another ten percent 10% reckoned, it would enable the county vision to remain alive, protect the office of tenure for managers irrespective of change in the political elective office or from any political patronage.

4.4.4 Design Management Practices and Branding Tools for Machakos county

This section of the research sought to establish the respondent's views regarding the measures and organizational structures the county leadership need to put in place to enhance the county brand value. It is divided into two parts. The first part attempts to identify the multi-disciplinary roles played by design management practices.

The second part attempts to determine the most effective branding tool for effective communications in the county. The respondents results were ranked on a Likert scale between 1-5, with 5 being the most desired design management aspect and 1 as the most undesirable. A mean of 4.7 indicates that most of the respondents, had strongly agreed with all the laid out design management practices. The standard deviation also indicates the variation from the mean is low which indicates that the roles are all very important.

Table 4.6 below, summarizes how the county leadership can put measures and employ the roles of design management skills required to enhance Machakos County brand for competitive advantage.

Design Management Practices roles in enhancing and positioning the Machakos County brand value	%	Mean	Std Dev
Urban Leaders consider a designer's role as very important in overseeing the County Branding process from discovery to execution phase	87.4%	4.37	0.96
The designer lays the ground actualization of the brand promise	90.6%	4.53	0.97
Design maintains brand consistency of the County image and visibility	91.4%	4.57	0.86
Design creates 5 Brand Categories: brand awareness, brand personality, brand loyalty, perceived quality and value and brand associations	91.4%	4.57	0.63
The designer defines Brand Positioning in local, regional & global scene	93.4%	4.67	0.66
Design communicates value proposition, brand attributes and content design in advertisements and promotions of the county	94.6%	4.73	0.52
Design provides long-term competitive advantage in a changing world by addressing cutting-edge innovations, creating differentiated brands	95.4%	4.77	0.50
County brand is a key urban development tool and a valuable asset, which needs to be designed, managed, measured, protected, leveraged and nurtured over the long term – A world class design to beat competition	96.0%	4.80	0.41
The designer is required in the branding process to enrich brand value	96.0%	4.80	0.41
A successful County Brand must undergo the Branding Process which involves four steps: Research, Design, Education and Maintenance.	96.6%	4.83	0.46
Branding is about enhancing visibility by creating, developing and sustaining a corporate brand for the County. It also involves design services, public relations, editorial, copywriting, search engine optimization; media relations; event management; social marketing and digital campaign management; web development, organize workshops, seminars, and global conferences.	97.4%	4.87	0.35
Branding the County requires multi-disciplinary design skills and is not limited to a single design discipline	98.0%	4.90	0.31
Total Average	94.0%	4.70	0.58

Table 4.6: Design Management's role in enhancing the Machakos County brand value

As per the findings displayed in the Table 4.6 above a sizeable majority 98% strongly agreed that the county leadership needs to hire design management practices in the county image

department whose main role would be to apply multi-disciplinary design skills approach in branding the County and is not limited to a single design discipline. Another majority 97.4% strongly agreed that the county brand manager needs to be a professional to enhance the county's visibility by creating, developing and sustaining a corporate brand. This is possible through the application of various design services. These are public relations, editorial, copywriting, and search engine optimization services, media relations; event management, social marketing and digital campaign management, web development, organize workshops, seminars, and organizing global conferences. Almost Ninety seven percent 96.6% strongly agreed that for a county brand to succeed it must undergo the branding process, which involves research, design, education and maintenance. Another ninety six percent 96% reported that county brand is a key urban development tool and a valuable asset, which needs to be designed, managed, measured, protected, leveraged and nurtured over the long term – a world class design to beat competition.

Almost ninety six percent 95.5% reported that design provides long-term competitive advantage, addresses cutting-edge innovations creating differentiated brands. About ninety five percent 94.6% agreed that design communicates value proposition, brand attributes and content design in advertisements and promotions of the county brand. 93.4% agreed that the designer defines brand positioning in local, regional and global scene. 91.4% agreed that design creates 5 brand categories: brand awareness, brand personality, brand loyalty, perceived quality and value and brand associations. It also maintains brand consistency of the county image and its visibility. Finally, 90.6% agreed that the designer lays the ground actualization of the brand promise and 87.4% agreed that urban leaders consider a designer's role as very important in overseeing the county branding process from discovery to execution phase. Twenty five percent 25% agreed that the county leadership needs to set up organisational structures in the form of a county brand department and a communications or

publicity relations department to enhance the county brand value. Furthermore, the leadership needs to allocate sufficient funds, to hire design management skills with design thinking mindset to promote the county brand identity and corporate culture. These skills are considered key drivers for county brand differentiation, innovation and competitiveness.

The Most effective Branding Tools for communicating with diverse County Residents

The respondents were requested to suggest which the most ideal branding tool for communicating effectively to each specific target group in Machakos County. Table 4.7 below displays their summary findings.

CATEGORY OF BRANDING TOOLS	1. Traditional Media	2. Specific Events	3. Ambassador Networks	4. Social Media	5. Promotional Materials
RESPONDENTS FREQUENCY LEVELS					
Residents & Citizens	17 (56%)	9	2	6	10
Business & Industry	3	10	7	7	14 (46%)
Visitors & Tourists	4	6	9	13 (43%)	10
Political Leaders	9	10 (33%)	7	7	7
Students & Youth	5	6	3	21 (70%)	10
Media Fraternity	6	9 30%)	7	7	7
TOTAL FREQ. LEVELS	44	50	35	61	58
PERCENTAGE (%)	44%	50%	35%	61%	58%

Table 4.7: The Branding Tools for Communicating to diverse Machakos County residents

Their preferences were placed on a five Likert scale 1-5. Where: 1=Traditional Media, 2=Specific Events, 3=Ambassador Networks, 4=Social Media, 5=Merchandising Tools. (Traditional media represents television, radio, newspapers, magazines advertising, print, sales promotion, public relations and direct marketing. Specific events represents festivals, cultural, sporting and economic activities. Ambassador networks represents famous citizens. Social media represents websites, you-tube, blogs and face book. Merchandising or promotional materials represents calendars, mugs, shirts, caps and umbrellas).

The County leadership needs to put clear organizational measures to put in place regarding the most effective branding tools for communication in the county. As a result, the majority 61% strongly agreed that the most popular overall branding tool for county branding is the social media or online branding. 56% agreed that traditional media like radio is the best tool for targeting county residents. 46% agreed that promotional materials is the best tool for targeting the business and industry community. 33% agreed specific events is ideal for targeting political leaders. 43% agreed that the social media is the best tool for targeting visitors and tourists. 70% agreed social media is the best tool for targeting students and youth. 30% agreed that specific events is the best tool for targeting the media.

4.5 Section D: Research Dependent Variable

4.5.1 A Valuable Asset and a County Development Tool

This section of the research is divided into two parts. The first part sought to investigate the significance of a globally competitive county brand, which is increasingly considered an important asset in facilitating urban development. The second part attempts to determine the competitiveness of Machakos County brand architecture for the period (2012-2013) using the place branding model, NBI index.

The respondents expressed their views about the benefits (brand promises) that the a globally competitive county brand brings forth. On a scale of 1 to 5, with 1 being the least important benefit and 5 being the most important benefit. A mean of above 3 is regarded to measure satisfaction on the test variables. Standard deviation is used to indicate the variation from the mean. The low standard average deviation of 0.49 indicates that the data points are very close to the mean.

Table 4.8 below illustrates the brand promises of a globally competitive county brand and their mean scores.

Brand Promises of a globally competitive county brand	%	Mean	Std Dev
Experiences unsolicited praise, approval and endorsement from media, celebrities international institutions as a result of its attractive brand	91.4%	4.57	0.63
Increased word-of-mouth among (foreign) Target Audiences and a wish to associate with the county creates a buzz	92.6%	4.63	0.56
Citizens get welcomed in the right circles on influential committees	92.6%	4.63	0.67
Shed off unfavorable stereotypes associated with the county making it more appealing enhancing its local, regional and global awareness	94.0%	4.70	0.54
Enhanced civic pride in the county residents, as the population, businesses and institutions experience its (renewed) sense of purpose	94.6%	4.73	0.45
Coherent development of the county as physical, social, economic and cultural planning join up to realize the brand's promise	95.4%	4.77	0.43
More product and business development opportunities	96.6%	4.83	0.38
An increase in the ability to attract, recruit, and retain talented people	96.6%	4.83	0.38
High returns on investments (ROI), Real estate, infrastructure and win bids to host promotions, events and attract conferences	97.4%	4.87	0.35
Total Average	94.6%	4.73	0.49

Table 4.8: Brand promises of a globally competitive county brand

From the findings, majority 97.4% strongly agreed that a globally competitive county brand is increasingly considered an important asset for urban development because it promotes high returns on investments, real estate, infrastructure and is able to win bids to host promotions, events and attract conferences. Another majority 96.6% agreed that there will be an increase in the ability to attract, recruit, and retain talented people and more product and business development opportunities. Almost ninety six percent 95.4% agreed there will be coherent development of the county as physical, social, economic and cultural planning join up to realize the brand's promise. 94.6% agreed that there will be enhanced civic pride in the

county residents, as the population, businesses and institutions experience its renewed sense of purpose. 94% agreed that the county will be more appealing with enhanced local, regional and global awareness, having shed of unfavorable stereotypes. Almost ninety three percent 92.2% agreed that the citizens will get welcomed in the right circles on influential committees and more foreign target audiences will wish to be associated with the County. Finally 91.4% agreed that an attractive county brand, will experience unsolicited praise, approval and endorsement from the media, celebrities and international institutions.

4.5.2 Machakos County Brand Architecture

The research sought to establish the level of competitiveness for the Machakos County brand by using the place branding model, NBI index for the period (2012-2013). Figure 4.4 below shows the summary of the findings collected through the interview guide in Appendix II. (County Development Planning Library)

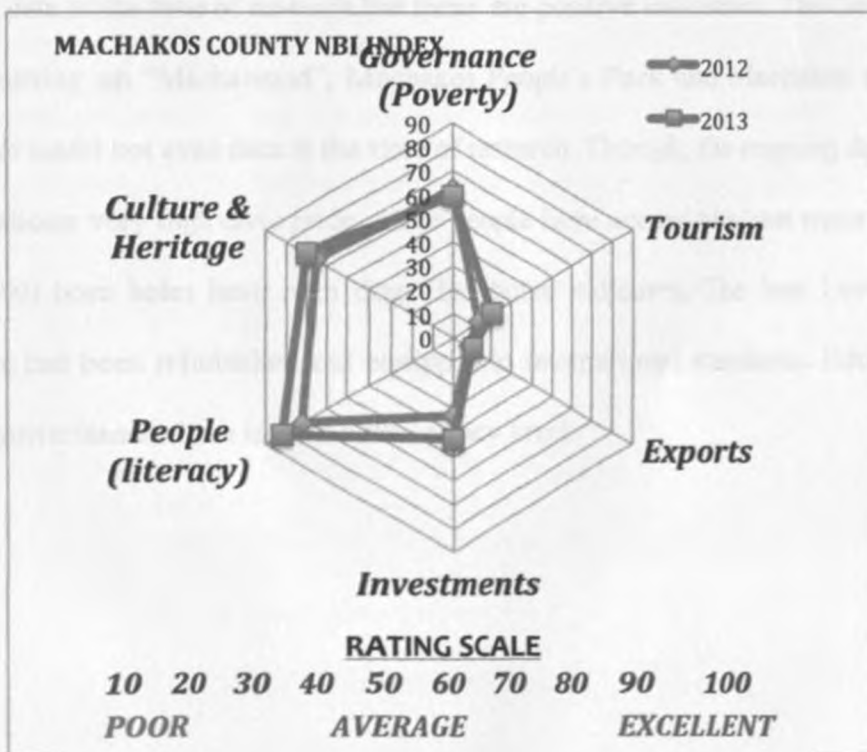


Figure 4.4: Machakos County brand architecture (2012-2013)

The Machakos County brand architecture provides a coherent strategy to aggregate the sectors of tourism, governance, investments, exports, culture and heritage and people under one roof. All the sectors growth performance were placed on a rating scale between 0% to 90%, as indicated in the hexagon, Figure 4.4 in the previous page.

According to the findings, Machakos County brand architecture has shown positive growth of about 5% across the board in the years 2012-2013. The research identified this model as the most appropriate place branding model for Machakos County to proactively and collectively look at the six key components that make a county brand: The tourism sector had shown a slight increase from 13% to 20%. The governance sector, indicates commendable performance where the poverty index had dropped from 62% to 59%. The investments sector, had shown improved growth from 35% to 43%. The exports sector requires more effort as it had shown slight growth in growth from 8% to 10%. The culture and heritage sectors could not provide data at the time of research but there are positive indicators. The County is in the process of setting up “Machawood”, Machakos People’s Park and Machakos stadium. The people sector could not avail data at the time of research. Though, the ongoing developmental activities indicate very high civic pride. More people have access to clean water where seven hundred (700) bore holes have been dug. Healthcare indicates, The best Level 5 hospital countrywide had been refurbished and equipped to international standards. Education sector shows a positive standard at a high of 87% literacy level.

4.6 Section E: Summary Findings

This section will use regression analysis to identify the level of significance in all the independent variables in influencing the global competitiveness of the county brand. The research also used correlation to establish the relevance of brand strategy and the role of stakeholders in building a globally competitive county brand

4.6.1 Regression Analysis

Regression Analysis is used to identify the level of significance in all the independent variables in influencing the global competitiveness of the county brand. Regression analysis is the statistical technique used to identify the relationship between the known, available independent variables and the dependent variable which is to be predicted. The researcher conducted multiple regression analysis as shown below to determine the relative importance of each of the variables with respect to establishing the determinants of a globally competitive county brand in Machakos County. The researcher used the statistical package SPSS and advanced excel, to enter and compute the measurements of the multiple regressions for the study. The relationship between the variables is illustrated using the equation below.

$$CCB = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + B_4X_4 + e_t$$

Where; **CCB** = **A Globally Competitive County Brand**

β_0 = is the Y-intercept =constant and (β_1 β_4 coefficients)

X_1 = County Leadership i at time t

X_2 = County Brand Strategy i at time t

X_3 = Stakeholder Partnership i at time t

X_4 = Design Management Practices i at time t

e_t = Error term

The findings are presented in the following tables below.

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	0.855 ^a	0.731	0.688	0.16984

Table 4.9: Model Summary

a. Predictors: (Constant), Design Management Practices, County Leadership , County Brand Strategy, Stakeholders Partnerships

Table 4.9 displays the coefficient of determination (the percentage variation in the dependent variable being explained by the changes in the independent variables) R² equals 0.731, that is, County Brand Strategy, County Leadership, Stakeholders' Partnership, and Design Management Practices explain 73.1 percent of the variance in the Competitive County Brand.

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	638.339	4	159.585	51.174	.000 ^b
Residual	77.961	25	3.118		
Total	716.300	29			

Table 4.10: ANOVA

a. Dependent Variable: **Globally Competitive County Brand**

b. Predictors: (Constant), County Brand Strategy, County Leadership Stakeholders' Partnership and Design Management Practices

Table 4.10, displays the significance value of the F statistic as 0.000. This indicates that all the predictor variables (County Brand Strategy, County Leadership, Stakeholders' Partnerships and Design Management Practices) explain a variation in Competitive County Brand. This means that the overall model is significant.

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	alpha		
(Constant)	4.790	6.510		.736	.469
County Leadership	.250	.169	.203	1.474	.003
1 County Brand Strategy	.198	.099	.318	1.998	.004
Stakeholders	.105	.101	.222	1.040	.001
Design Management	.540	.105	1.250	5.118	.000

Table 4.11: Coefficients ^a

a. Dependent Variable: A globally competitive County Brand

Table 4.11 presents results of the multivariate regression of determinants of a globally competitive county brand. According to the regression equation established, taking all factors into account (county brand strategy, county leadership, stakeholders' partnerships, and design management practices) constant at zero, global competitiveness of the county brand will be 1.600. The data findings analyzed indicate that taking all other independent variables at zero, a unit increase in county leadership would lead to a 0.123 increase in global competitiveness of the county brand; a unit increase in county brand strategy would lead to a 0.138 increase in global competitiveness of the county brand, a unit increase in stakeholders' partnership will lead to a 0.342 increase in global competitiveness of the county brand, a unit increase in design management practices would lead to a 0.062 increase in global competitiveness of the county brand.

Therefore, at 5% level of significance and 95% level of confidence, all the independent variables are significant in influencing the global competitiveness of the county brand.

4.6.2 Correlation Analysis

Correlation analysis was conducted to examine the relationship between the existence of an effective county brand strategy in the form of a county brand government policy and the stakeholders' role in building a globally competitive county brand. Table 4.12 below summarizes the description statistics and analysis results.

The findings indicate that, the stakeholders' role is positively and significantly correlated with the effectiveness of the county brand strategy (Spearman's rho = 0.602). This indicates that a County which collaborates with stakeholders who participate actively in the County's development activities is likely to exhibit an effective brand strategy or county brand government policy.

		Brand strategy	Stakeholders Role
<i>Spearman's rho</i>	Brand strategy	Correlation Coefficient	1.000
		Sig. (2-tailed)	.602
		N	26
Stakeholders Role		Correlation Coefficient	0.602
		Sig. (2-tailed)	0.001
		N	26

Table 4.12: Summary of description statistics and analysis

4.7. Section F: Highlights of the Design Management Project Portfolio

This thesis project research reported findings which inspired the researcher to come up with a proposed theme “A Better County by Design, 2014” with extraordinary, meaningful solutions for Machakos County. The portfolio reaffirms that design management and design thinking skills are considered key drivers for county brand differentiation, innovation and competitiveness. This skill is displayed in all the media used for branding Machakos County, with a “One County, One Brand” approach, reflecting a clear, simple, consistent and cohesive brand identity. Find below the contents of the “power of design” project portfolio in shaping Machakos County brand.

(i) Product (Service design, Packaging design, Industrial design)

- New, Clear and Distinct County Brand Identity
- New County Corporate Culture (A2 Poster)
- Machakos City Master plan

(ii) Information (Branding, Graphic design, Media design and Web design)

- The Businessman catalogue and The City Handbook catalogue
- Proposed web-site layout and Promotional materials (Cap, T-Shirt, Office - Shirt)
- A2 Wall calendar and desk calendar

(iii) Environment (Interior design, Landscape design and Exhibition display)

- Branding the county headquarters reception area
- Branding the county grounds landscape
- Roll up Banners to promote Machakos County brand Architecture

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents the summary discussion of the data findings. The overall research problem addressed in the research, states that the new devolved counties do not have a globally competitive brand identity. To investigate that statement, the researcher sought to determine how county leadership, stakeholder partnership, brand strategy and design management practices are key determinants of a globally competitive county brand in Kenya. This chapter is structured into summary of research findings, conclusions, recommendations and areas for further research.

5.2 Summary of Research Findings

The researcher used descriptive research methodology, purposive and snow ball sampling, questionnaires and interview guides and survey techniques. Data collected from survey respondents made up of the county leadership and stakeholders to represent their knowledge and perceptions on the County's brand identity, corporate culture, image, reputation, County leadership (challenges), stakeholders, brand strategy, design management practices (branding tools), globally competitive county brand and brand architecture.

5.2.1: Section A: Response Rate and Demographic Data

This section summarises the demographic data of the respondents whose participation formed the basis of the research report. The research targeted sixty (60) respondents. A total of forty (40) questionnaires were duly filled in, reflecting a positive response rate of 67%. The gender distribution of respondents indicates, more than one third were female leaders (43.3%). Against these findings, the County adheres to the third gender rule as stipulated in the Constitution of Kenya (2010) where each citizen is equally valued and has a right to

participate in governance. The largest percentage of respondents fell between the youthful ages of (26-35) years with (60%). This evidence indicates that Machakos County leadership is in its productive years, they are energetic which is highly associated with dynamism and an open mind to new ideas and adapt easily to change. These traits in Machakos County leadership will positively influence the globally competitive county brand. From the findings, majority of the respondents 50% had post graduate degrees in their various fields of specialization. These findings imply that all the respondents had achieved tertiary education, making them capable, well informed and skilled leaders. Further, findings indicate the majority 66.7% of the respondents had lived in Machakos County for over 7 years. That implies that they are permanent residents, very resourceful, with in-depth information on the County's history and would be more loyal and committed to their County.

5.2.2: Section B: Summary of General Knowledge on Machakos County, Brand identity

5.2.2.1 Summary of Machakos County, Corporate Culture

This section sought to find out the clarity and consistency of the respondents general information about the County's corporate culture, County's brand identity and its image and reputation. The overall research problem addressed in the research, states that the new devolved counties do not have a distinct brand identity, lack a clear, cohesive corporate culture, have a low county brand value and ranking. And there is no customized county brand policy to manage the county brand in Kenya. The overriding findings indicate that more than fifty percent 50% of the respondents reported more than five versions about the County's mission, vision, brand attributes and brand promise. One reasonable explanation about these results strongly indicates that the County's brand identity and corporate culture are not clear. Probably it is because the County had just been constituted in 2010. The corporate culture exists but it has not been communicated proactively within the internal County's organizational structure.

Research studies, indicate that for the County brand to be globally competitive, the County's brand identity needs to be clear, and spoken with one coherent voice, in order to promote "One County-One Brand". The survey further showed that, on the contrary, there was a coherent voice of almost ninety percent 87.5% about the County motto, Kamba dialect "*kyaa kimwe kiyuwaa nda*" which means "United We Stand". A stunning majority 100% positively identified the County leadership ideology in Kiswahili language which states '*Maendeleo Chap! Chap!*' which means, development delayed, leads to an increase in poverty. Almost eighty percent 75%, seemed familiar with the County brand values which are "speedy, quality, efficiency, innovativeness, integrity and accountability." The results of this research are consistent with Dinnie (2011), who indicates that all responsible governments, on behalf of their people, institutions and companies need to discover what the world's perception of their County is and develop a strategy to manage it.

5.2.2.2 Summary of Machakos County Brand Symbols and Reputation

When the respondents were asked to state their general knowledge on the County brand symbols, a very small minority 2.5% knew of the new Machakos County logo and the fact that it symbolized, The Beginning Of A New Dawn. On the contrary, a sizeable majority 100% were clearly and confidently knew the County's tag line as, The Place To Be.

5.2.2.3 Summary of Machakos County Image and Reputation

The respondents 75%, strongly reported that Machakos County is the most progressive County in Kenya, because its leadership is forward thinking, positive, goal oriented, result oriented with effective governance and is corrupt free. 45% reported that the rural folk chant in Kiswahili, *Machakos ni namba moja* (Machakos is the leading County). 75%, reported that the most unique attribute differentiating Machakos County from the other Counties, is that Machakos County was the first County to develop an ambitious, City Master plan. A minority 20% suggested rebranding the County to symbolize a new beginning.

5.2.3 Section C: Research Independent Variables

5.2.3.1 Summary findings: County leadership and challenges faced in County branding

This section sought to find out the respondents opinion on the relationship between the County leadership and Machakos County brand. Generally, the findings indicated that there is a direct relationship whereby the County leadership's visionary facilitative and servant leadership styles highly influence the a globally competitive county brand with high returns on investments. Moreover, a majority 96.6% explained that the key leading qualities for the County leadership is to be visionary, accountable, innovative, proactive and brand oriented, in order to build a globally competitive county brand. The County leadership should ensure they provide more opportunities for citizens, control of corruption, become politically stable, involve key stakeholders and honour the basic rights of its citizens. Moreover, the findings indicate that Machakos County brand may fail to be globally competitive if the County leadership does not deal with the myriad of challenges faced when it comes to branding the County. More than fifty percent 53% identified lack of sufficient funds, too much bureaucracy in the delays of disbursement of funds from the national government, corruption due to mis-use of funds and ignorance caused by lack of awareness on the scope of county branding. A minority 10% indicated that county branding is not a priority, there is no County brand government policy and the lack of hiring multi-disciplinary design management skills to manage the County brand.

5.2.3.2 Summary findings of Stakeholders Partnerships

This section sought to determine the respondents' opinion on which stakeholders should collaborate with the County leadership in the County branding project. The respondents revealed that the notable highest number of responses 70% identified the leading stakeholder needs to be Government organizations and agencies, followed by 58% the Private sector, industry and business. This was followed by 55% Tourism Board, 48% Local Universities,

40% Non-Governmental organizations, 38% local Professionals, 30% Civic leaders, 28% Youth, Public elected officials and 20% Local media.

The second part of the research sought to identify the stakeholders roles and responsibilities in monitoring a globally competitive Machakos County brand. Generally, from the results all a sizeable majority 96% indicated that stakeholders should have a strong partnership approach with the County leadership and represent different interest groups to ensure buy-in and brand credibility. In addition a majority 95.4% reported that stakeholders should be role ambassadors for the County brand as they share and believe in the County vision based on a clear brand strategy. The vitality of the stakeholders' role is evident in overseeing long term action based implementation of policies and long term branding process, projects, communication strategy and ensure continuity of the county brand 94%. Another majority 93.4% mentioned planning, analyzing the County's current situation, structure brand identity, brand sustainability and brand usage. A minority of 25% indicated that they carry out survey processes, help in decision making, identify key infrastructure projects of priority and they defuse internal political differences to make sure the County brand caters for all people.

5.2.3.3 Summary findings of Machakos County Brand Strategy

This section sought to identify the respondents response in examining the importance of the brand strategy as a County brand government policy in sustaining the Machakos County brand. An overall of more than 90% response was in agreement with the past findings where (Dinnie, 2008) emphasized that brand management is a long term commitment and should be treated as a county brand government policy, be action-based over several elective periodic terms. The overriding summary is that a County brand government policy is an internal control framework for the County management to rely upon and ensure the County's objectives are being met. Moreover, it would give guidelines to govern the County's branding actions, define limits and address acquisition of resources with which the

organisation goals can be achieved. It would achieve rationale outcomes and promote proper management and governance, setting a clear course of action on branding the County for competitive advantage. It would also keep the County vision alive, protect office of tenure for managers irrespective of change in the political elective office or from any political patronage.

5.2.3.4 Summary findings on Design Management Practices and Branding Tools

This section sought to determine from the respondents, the measures and organisational structures the County leadership needs to put in place to enhance the County brand value. The study's findings in Table 4.6 indicate that it is crucial for the County leadership to consider the views of more than 90% respondents whose responses were consistent with past findings. They strongly agreed that the County brand is a key urban development tool and a valuable asset, which needs to be designed, managed, measured, protected, leveraged and nurtured over the long term (United Nations, 2005). One reasonable explanation about the research findings, indicate that Machakos County leadership needs to engage design management skills because it is a business discipline that employs project management, strategic management, marketing skills and policy making skills and its multi-disciplinary structure does not limit to a single design discipline. Additionally, the multi-faceted nature of design management cuts across all design disciplines (graphic design, package design, industrial design, service design, information design, corporate branding, multi-media design, website design, interior design, landscape design, exhibition or retail design and universal design). A majority 91.4% strongly agreed that design is about enhancing the county brand visibility, brand consistency, actualization of the brand promise and create brand awareness, brand personality, brand loyalty, perceived quality, brand value and brand associations. Another majority 90% reported that the County brand and Communications, PR departments

need to allocate sufficient funds, to promote design thinking mindset which is considered globally a key drivers for County brand differentiation, innovation and competitiveness.

Summary findings on the most effective branding tool for Machakos County

Part two of this section, sought to establish from the respondents which branding tools can communicate effectively to specific target groups in Machakos County. Table 4.7, indicated that more than fifty percent 61%, identified strongly that the most popular and ideal branding tool is online branding which guarantees real time communications with international visibility. Moreover 56% identified traditional media for communicating with County residents; 46% promotional materials communicate best with the business and industry community; 33% identified specific events are ideal for reaching out to political leaders; 70% identified social media for the youth and finally 30% identified specific events for bridging the gap with the media fraternity.

5.2.4 Section D: Research Dependent Variable

5.2.4.1 Summary findings of a Globally Competitive County Brand

This section sought to investigate how a globally competitive county brand is increasingly considered an important asset for facilitating urban development. Moreover, majority 97.4% strongly agreed that the most desirable benefits would result in high returns on investments, real estate, infrastructure and wins bids to host promotions, events and attract conferences. Similarly, more findings 96.6% indicate that a competitive county brand increases its ability to attract, recruit, retain talented people and offer more product and business development opportunities to its people. Among other expectations 95.4% an attractive County brand promotes coherent development and realizes its brand promise. Finally, findings deduced that a positive brand is appealing, enhancing its global awareness, its citizens would have civic pride and the businesses would experience a new sense of purpose. Finally the research established that the County brand architecture using the place branding model, NBI index

displayed in Figure 4.4, will help Machakos County address the key components of the county brand. A general positive growth of 5% was reported across the sectors of governance, tourism, exports, investments, people and culture and heritage (2012-2013).

5.3 Conclusions

This research reaffirms that first impressions of a County government and its good name matter. It is evident now, that a county brand is considered globally competitive, only when its brand identity, corporate culture, image, reputation and brand attributes are very clear, distinct and coherent to both its internal and external audiences. Moreover, the county brand is dynamic and changes over time. Subsequently, it takes decades to build a county brand, therefore, the County leadership needs to be aware of the county branding process which needs to be adhered to, needs to be an on-going exercise, updated regularly and it need not remain static. The branding process needs to be documented in the county brand government policy. Its steps follow in-depth research, creation of design, education of stakeholders and long term maintenance and if followed the end result captures the spirit of the people. On the other hand, if the county brand is left unattended, it loses its attractiveness, brand value, global appeal, reputation, becomes outdated and gradually its development declines. The county brand is the people, culture, belonging, confidence and the community.

Theoretical and empirical studies further deduce that branding a County is complex because of its multi-faceted, multi-dimensional and multi-stakeholder nature. No single model or theory can work comprehensively on its own as each addresses a different aspect of the county brand. Therefore, a more inter-disciplinary approach and a diverse of theoretical perspectives need to be employed to capture a holistic county branding. This explains why this research employed the Gilmore (2002), the (NBI) index and Kavaratzis (2004) models in the research. Furthermore, it is now evident that county branding is not about graphical symbols, or promotional campaigns or communication strategies.

County branding is about the brand promise, brand perceptions, brand expectations, brand reputation and brand associations across Multiple Stakeholders and brand elements. Evidence accumulated in the research, indicates that all the independent variables, namely county leadership, stakeholder partnership, county brand strategy and design management are significant in influencing the global competitiveness of the county brand. The findings also indicate that, the stakeholders' role is positively and significantly correlated with the effectiveness of the county brand strategy. This indicates that a County with stakeholders who participate actively in the County's development activities is likely to exhibit an effective brand strategy. The research has provided evidence, that the county leadership is a key determinant that holds political and soft power to influence, revitalize, co-ordinate the County image, build investor confidence, direct new resources to economic priorities to place the county brand prominently on the world map. Moreover, they need to realize that the county brand is an asset that has to be made a priority as a development agenda.

The County leadership, considered the County's brand champion, directly influences the county brand, holds soft power to influence and carry out more sensitization programs on the county brand policy, and institute proper structures of governance in brand management, public relations, communications departments. Stakeholders partnership with the county leadership has significantly proven to be another key determinant, required to keep the branding momentum exciting, not run out of steam and sustain and maintain consistency in the brand message, its communications and delivery of the county brand promise over the years. The branding project is a mega-project, which requires a collaborative approach with the county leadership. Stakeholders should constitute government and non-governmental organizations, a group of experienced specialists to continuously bring on board objectivity, experience, knowledge, time savings on market place and knowledge on what resonates with the people.

The research clearly identifies that the most significant determinant of a globally competitive county brand is a comprehensive, customised county brand strategy. It should be a county brand government policy. Its critical importance provides an internal framework on, who they are, where the county stands today, identify the many factors that influence it, where it wants to go and know how it wants to get there. Furthermore, develop a strategy (including advertising and public relations campaign); start implementing the strategy; and finally track its progress over time. Additionally, help identify what type of industries and types of investments it needs to attract, and what kind of people and markets it should be looking for.

Evidence accumulated in the research indicates that the other key determinant required would be to institute proactive measures by prioritizing county branding, allocate adequate resources, and hire professional design management skills, considered a key driver for county brand differentiation, innovation and competitiveness.

The underlying principles of design theory played a key role in shaping the success of this research. Design is a problem solving activity, solution focused discipline which employs a user-centered approach when carrying out the in-depth research to understand the needs, wants, experiences and aspirations of the respondents of Machakos County. Moreover, design thinking mindset, is a socially responsive with a collaborative approach towards the community and strives to come up with practical, meaningful solutions to make the world a better place. This approach led to the proposal of a model framework in Chapter 5.4.1.1. for use by the county leadership in maintaining a globally competitive Machakos County brand.

The research respondents unanimously identified online branding as the most effective branding tool for Machakos County. Finally, further findings indicate the importance of adopting the place branding model, (NBI) index to measure, monitor the growth, image and reputation of the county brand. It defines the county brand architecture which gives a coherent strategy in coordinating all the sectors in tourism, exports, governance, investments,

culture and heritage, the people, to form the county brand architecture. It is very clear that a globally competitive county brand is increasingly considered an important asset for urban management and development. Furthermore, branding is the lifeblood of a state because it can boost its economy, attract talent and improve the quality of life for county residents.

5.4 Recommendations

5.4.1 Recommendations to Policy Makers (Machakos County Leadership)

- The overriding recommendation in this research is the proposal of a model framework 5.4.1.1 overleaf, recommended for branding Machakos County. It is a structural model on how to embark on brand management. A County brand director needs to report directly to the County Governor and his/her mandate is to ensure brand clarity, cohesiveness and consistency internally and externally. A County brand strategy manager needs to deputize and main role needs to ensure the county brand government policy is adhered to. A planning group of stakeholders should be identified to ensure proper representation of all County stakeholders. The model framework proposes to have three managers to manage primary, secondary and tertiary communications, respectively
- The research strongly recommends that the County leadership is the County brand champion, needs to adapt a brand oriented strategy approach towards governance and inclusively form a strong Planning Group of Stakeholders whose mandate is to share responsibilities.
- It is recommended that the County Brand Policy Manager needs to develop an effective communication strategy policy to promote “One Brand-One County”. This is to ensure there is one common, clear, shared County vision internally and externally.

5.4.1.1 Recommendations of a Model Framework for branding Machakos County

County Leadership/Governor (County Brand Champion)
Practice Brand-Oriented Leadership, County Brand is an Invaluable Asset, Define County Brand Architecture, Promote One County, One Brand strategy, wield Soft Power, Design Thinking Mindset, Instill Civic Pride & Patriotism



County Brand Director (Ensure Brand Cohesiveness & Consistency)
A clear, Differentiated Image, Reputation Development, Competitive Advantage, Brand Value, Brand Promise, Brand Perceptions & Expectations, Brand Elements & Experience, Brand Ranking, Branding Process & Branding Models



County Brand Strategy Manager (County Government Brand Policy)
Who are we?, Where does the county stand today?, What factors influence the county?, How do we get there?, How do we develop a brand strategy?, How do we track progress annually?



Stakeholders Partnership (Planning Group For Shared Responsibilities)
1. Government Institutions, 2. Private Sector (Industries), 3. Companies & Corporate Clients, 4. Investors, 5. Universities, 6. Board of Tourism, 7. NGO's, 8. Civic Leaders, 9. Local Media, 10. Cultural Heritage



Design Management Experts (Enhance Differentiation, Innovativeness & Competitive Edge)		
1. Primary Communications Manager	2. Secondary Communications Manager	3. Tertiary Communications Manager
SPATIAL LANDSCAPE (Master plan, Urban Design, Public Spaces, Public Art, Large Scale developments) & INFRASTRUCTURE (Accessibility & Facilities)	INFORMATION Website (Graphic Design) Branding (Place Branding & Corporate Branding), Advertising Campaigns (Outdoor Advertising) Promotional Activities, Public Relations & Marketing	WORD OF MOUTH Media Reports Competing Counties & Cities Photos & Memorabilia's Direct Mail
NON-SPATIAL BRAND CENTRIC ORGANIZATIONAL STRUCTURE (Administration, Community Networks, Citizen Participation & Public Private Partnerships), Financial Incentives, Service Provision	ENVIRONMENT Outdoor Advertising, Urban Design, Landscaping the County-scape, Street-scape, Signage, Transportation, Airports, Organise & Host Hallmark Events Monuments	BRAND CENTRIC BEHAVIORS Brand Training & Communications & Transform Employees to become Loyal Brand Advocates, Link Brand plans to Business plans



County Stakeholders Manager (Represent Views of Diverse County Residents)
1. Residents, 2. Visitors & Tourists, 3. Investors & Businesses, 4. Political Leaders, 5. Students (Foreign & Local). 6. Rural Folks, 7. Media, 8. Senior Citizens

- The County Government Act, 2012, No. 17, Section (4) encourages public participation in designing County brand symbols. It is recommended that this act be reviewed and accommodate the branding process. Another alternative would be to develop a customized Machakos County brand government policy which will accommodate the significance of the long term branding process and in-depth research.
- It is recommended that the County needs to hire professional Design Management Experts to manage Secondary Communications to continuously design, manage, protect and ensure the county brand remains relevant and instil civic pride to the residents, develop brand equity, brand awareness, brand personality, brand loyalty, brand associations, brand attributes and manage positive content design in advertisements and promotions
- Europe, North America, Asia, Latin America and Middle East cities are leading in competitiveness because they have put branding theories into practice. It is recommended that the County leaders and stakeholders familiarize with the same.
- It is recommended that Machakos County should intentionally have a cohesive County brand décor, with a welcoming ambience. Interior design comes in handy. Moreover, the County's corporate culture needs to be clearly displayed. The county needs to showcase its catalogues, newspaper articles featuring business involvement in groundbreaking ceremonies, promotions, open houses and presentations.
- In order to address insufficient understanding of the county brand concept, it is recommended that regular workshops be organized for the top management, to build stakeholder buy-in and create more awareness. Branding is a management and strategic discipline.
- Further findings indicate the lack of a county brand strategy contributes to the failure of a county brand in the long term. With no clear organizational framework, the brand may be launched, get off to a great start, only to run out of steam and suddenly the brand fades. A customized county brand government policy for Machakos County needs to be in place.

- It is recommended that the County leadership needs to prioritise county branding in its development agenda. It is an asset that needs to be nurtured, managed and protected.
- “It is said that what cannot be measured cannot be managed.” It is recommended, that the county needs to audit its brand value annually through County-Band-Ranking Policy. Brand Kenya Board, can give guidance based on The National Brand Audit (2014).
- It is recommended that a “Schoolchildren Machakos County Brand Curriculum Policy” be developed to nurture better informed, loyal county brand advocates, proud of their County for future generations to come.

5.4.2 Recommendations for Design Management Practitioners

- The research recommends that there are career opportunities for design managers to join organizational management in the government as County Brand Managers and Directors.
- The Board of Post Graduate Studies, (BOPS), University of Nairobi needs to start working on a curriculum in design management to offer its post graduate students by 2016.
- The School of Arts and Design needs to diversify M.A(Design) and offer marketable post graduate degrees such as: M.A(Design Management), M.A(Place Branding), M.A(Corporate Branding), M.A(Advertising and Communications), M.A(Urban design), M.A(Media Design), M.A(Website Design), M.A(Industrial Design), M.A(Interior/Landscape Design), M.A(Outdoor Advertising), M.A(Print and Publications) and M.A (PR/Communications).
- Based on the research findings, and as recommended by brand expert, Simon Anholt (2010) that every brand manager should acquire “policy making skills”.

5.4.3 Recommendations for Future Research

- Further research needs to be carried out on “ Live Design, Transform Life” which has succeeded in securing the designation: “Cape Town, The World Design Capital, 2014”
- Further research on how to integrate design management with administrative, organizational and operational strategies in aid of achieving the County’s strategic goals, need to be done

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Appendices

Appendix I: Director's Consent Letter - School of The Arts & Design, U.O.N



UNIVERSITY OF NAIROBI

School of the Arts and Design

P.O. Box 30197
Nairobi, Kenya
Tel. 020 272 45 27
Telegram Varsity
E-mail: designdept@uonbi.ac.ke

25th September, 2013

To Whom it May Concern

Dear Sir/Madam,

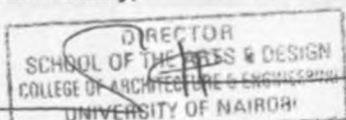
RE: NG'ANG'A WALEGHWA EVELYN B51/78671/2012

The above-named is a Master of Arts student at the School of the Arts and Design, University of Nairobi. She is carrying out some research as part of her project in the design studies in this School.

As part of the course work, the students are expected to conduct a research, take photographs and collect sample materials to help them complete their research.

The purpose of this letter is therefore to request you to facilitate the achievement of the student's goal.

Yours faithfully,



Dr. Walter H. Onyango
Director
School of the Arts & Design

Appendix II: Interview Guide



UNIVERSITY OF NAIROBI

SCHOOL OF THE ARTS AND DESIGN

This interview guide seeks your opinion on six areas of competence that form the County's brand portfolio. It includes analyzing the sectors of Governance, Tourism, Exports, Investments, Culture and Heritage and The People (2012-2013).

1) GOVERNANCE SECTOR

How would you measure the growth rate the growth or competence of governance in the County?

2) TOURISM SECTOR

Explain how the Tourism sector has grown in Machakos County

3) EXPORT SECTOR

What financial commitment has the county allocated to the Export sector?

4) INVESTMENTS SECTOR

How can you explain the growth of the Investments sector in the County?

5) PEOPLE SECTOR

What has the County leadership done for its County residents in the education sector?

6) CULTURE AND HERITAGE SECTOR

How has the County leadership promoted the Kamba Culture and Heritage?

The information here-in is for academic purposes and will be handled with confidentiality. The report is in preparation of a Masters Degree at the University of Nairobi, School of The Arts and Design.

Thanking you in advance for participating in this exercise.

Section A (II). General Knowledge: Brand Identity and County Corporate Culture

5. What is the Corporate Culture of Machakos County?

(i) *Mission Statement*.....

(ii) *Vision Statement*.....

(iii) *County Brand Values*.....

(iv) *County Motto*.....

(v) *County Brand Promise*.....

(vi) *Leadership Philosophy/Ideology*.....

(vii) *County Logo*.....

(viii) *Motivational Slogan /Tag Line*.....

6. What unique attributes differentiate Machakos County from other counties?

7. How would you describe the County Image of Machakos County?

8. How would you describe the Reputation of Machakos County?

Section B: This section seeks your response in examining the relationship between Leadership for Effective Governance in building a globally competitive county brand, in Kenya.

9. Please indicate your level of agreement with the following statements, Where
1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, and 5= Strongly Agree

	Leadership & Good Governance For An attractive County Brand	1	2	3	4	5
i	The leadership of a competitive County brand should be visionary, be innovative, be pro-active and should be a brand-orientated strategy					
ii	Good governance is about finding new opportunities for all residents to thrive in urban citizenship, public and fiscal accountability.					
iii	Good governance should offer servant leadership in the civil service, institutions, employers and ordinary citizens across the urban landscape.					
iv	Political differences and disputes amongst leaders can affect the County's image, reflecting poorly on its attractiveness to potential investors					
v	Political Stability is required for the success of the County brand					
vi	The control of corruption in government institutions that govern economic, and social interactions leads to an attractive County brand					
vii	The county brand should withstand public debates, political scrutiny, media questions, and scrutiny from marketing partners					
viii	County branding should involve key local stakeholders, to develop a brand that reflects the County's identity and values					
ix	An accountable leadership makes the county brand attractive to investors					
x	An attractive County brand honors the basic rights of its citizens					
xii	The investment department can capture the County's power to attract talent & capital as a place to live, work, study & invest in					

10. Tick the challenges the County leadership faces in branding the County.

Lack of Funds	[]	Corruption	[]
Lack of Hiring Design Skills	[]	Lack of A National Policy	[]
Ignorance on County Branding	[]	Bureaucracy	[]

Others.....
.....

Section C: This section seeks your response in examining the relevance of a County Brand Strategy or a National Policy in managing a globally competitive county brand in Kenya.

11. Please indicate your level of agreement with the following statements.

Where 1 = Strongly Disagree, 2 = Disagree, 3 = Neutral, 4 = Agree, 5 = Strongly Agree

	Brand Strategy in Managing The County Brand	1	2	3	4	5
i	Brand Strategy should be a “County Government Policy” on “Brand Management” spanning several periodic terms of elective offices					
ii	The “Brand Management” policy will define the design process; implementation of marketing programs; activities to build, measure and manage Brand Equity					
iii	The Brand Strategy defines; a common vision and values for the Community and create a consistent image of the County					
iv	Brand Strategy defines positive differentiated attributes of the County					
v	Leadership must have a “Brand Strategy Approach” and be action-based					
vi	The brand strategy engages Stakeholders, Management Team & the Users					
vii	The objectives of the Brand Strategy is to eradicate poverty & corruption					
viii	The Brand Strategy may stand for Industrial Centre, Business Centre, Cultural Centre, Educational Centre or Tourist Centre					
ix	The Brand Strategy manages the Target Audience, Brand Expectations, integrates the latest Ethical, Environmental, Sustainability practices					
x	Brand Strategy’s main aim is to stimulate economic growth and investments, create national pride, confidence, patriotism, attract investments and visitors, and achieve a positive national reputation					
xi	Brand Strategy will help shift the perception of the County with a poor image among external and internal constituents or shed off unfavorable stereotypes associated with the County and make it more appealing					
xii	Brand Strategy enhances its local, regional, global awareness & position					

Section D: This section seeks your response on the role of Stakeholders' Partnership in monitoring a globally competitive county brand, in Kenya.

12. Which of the following Stakeholders should participate in the County branding project?

- | | | | |
|----------------------------------|---------|--|---------|
| Governmental Departments | [] | Non Government Organizations | [] |
| Private Sector | [] | Board of Tourism | [] |
| Industry & Business Associations | [] | Educational Institutions: Universities | [] |
| Civic Leaders Senior Citizens | [] | Cultural or Heritage Institutions | [] |
| Public Elected Officials | [] | Local Media | [] |
| Committee for Special Events | [] | Local Councils or Authority | [] |
| Senior Citizens | [] | Youth Groups | [] |

Others.....

13. Please indicate your level of agreement with the following statement concerning the role of Stakeholders' Partnership in building a globally competitive county brand in Kenya.

Where 1 = Strongly Disagree, 2 = Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	The Role Of Stakeholder Partnership in building the County Brand	1	2	3	4	5
i	Stakeholders represent different interest groups in the County and a Partnership Approach with the leader ensures buy-in & brand credibility					
ii	Stakeholders are supposed to be role ambassadors for the County brand as they share the County's vision formulated on a clear brand strategy					
iii	The Stakeholders role involves planning, analyzing the County's current situation, structure brand identity, brand sustainability & brand usage					
iv	Stakeholders should support a strong leadership to overcome internal differences, ensure progress & effective decision making					
v	Stakeholders role is vital in action based implementation of the County brand strategy and in urban planning policies as a long-term process					
vi	Stakeholders ensure continuity for the County brand vision, transcending the life of several democratically elected government's term of office					
vii	Stakeholders Partnership should be involved in the brand building process and in communication strategy					

Section E: This section seeks your response on the role of Design Management Practices in enhancing the County Brand Value to attain competitive advantage.

14. Please indicate your level of agreement.

Where 1=Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

		1	2	3	4	5
	Design Management Practices in Building The County Brand Value					
i	County brand is a key urban development tool and a valuable asset, which needs to be designed, managed, measured, protected, leveraged and nurtured over the long term – A world class design to beat competition					
ii	Urban Leaders consider a designer's role as very important in overseeing the County Branding process from discovery to execution phase					
iii	The designer is required in the branding process to enrich brand value					
iv	The designer lays the ground actualization of the brand promise					
v	The designer defines Brand Positioning in local, regional & global scene					
vi	Design maintains brand consistency of the County image & visibility					
vii	Design creates 5 Brand Categories: brand awareness, brand personality, brand loyalty, perceived quality and value and brand associations					
viii	Design communicates value proposition, brand attributes and content design in advertisements & promotions of the county					
ix	Design provides long-term competitive advantage in a changing world by addressing cutting-edge innovations, creating differentiated brands					
x	A successful County Brand must undergo the Branding Process which involves four steps: Research, Design, Education and Maintenance.					
xi	Branding is about enhancing visibility by creating, developing and sustaining a corporate brand for the County. It also involves design services, public relations, editorial, copywriting, & search engine optimization services; media relations; event management; social marketing & digital campaign management; web development, organize workshops, seminars, & global conferences.					
xii	Branding the County requires multi-disciplinary design skills and is not limited to a single design discipline					

15. Please suggest which of the different Branding Tools would communicate effectively to the different Target Groups in the County?

Where 1 = Traditional Media, 2 = Specific Events, 3 = Ambassador Networks,
4 = Social Media, 5 = Merchandising Tools

		1	2	3	4	5
i	The Citizens or Residents Brand					
ii	The Business & Industry Sector Brand					
iii	The Visitors or Tourists Brand					
iv	The Political Leaders Brand					
v	The Students Brand					
vi	The Media Brand (Local, Regional, National and International)					

16. Section F: This section seeks your response on, “A globally competitive County Brand is increasingly considered an important Asset for Urban Development” Where 1= Strongly Disagree, 2= Disagree, 3= Neutral, 4= Agree, 5= Strongly Agree

	A Globally Competitive County Brand promises:-	1	2	3	4	5
i	High Returns on Investments (ROI); Real Estate, Infrastructure and Win bids to host Promotions, Events and attract Conferences					
ii	More Product and Business Development Opportunities					
iii	Coherent development of the County as physical, social, economic and cultural planning join up to realise the brand’s promise					
iv	An Increase in the ability to attract, recruit, and retain Talented People					
v	Enhanced Civic Pride in the County Residents, as the population, businesses & institutions experience its (renewed) sense of purpose					
vi	Experiences unsolicited praise, approval and endorsement from media, celebrities & (international) institutions as a result of its attractive brand					
vii	Increased word-of-mouth among (foreign) Target Audiences as personal experiences & a wish to be associated with the County create a buzz					
viii	Shed Off Unfavorable Stereotypes associated with the County making it more appealing enhancing its local, regional and global awareness					
vi	Citizens get welcomed in the “right” circles on influential committees					

Appendix VII: Gantt Chart displaying Project Tasks Against Time-Lines

PROJECT TASKS	2013				2014												2015	
	SEPT	OCT	NOV	DEC	JAN	FEB	MAR	APR	MAY	JUN	JUL	AUG	SEP	OCT	NOV	DEC	JAN	FEB
Project Research Title-Selecting The Topic																		
Presentation of Concept Paper																		
Identifying The Problem Statement																		
Research Objectives & Questions																		
Preparing Introduction																		
Reading & Compiling Literature Review																		
Defining Research Methodology																		
Design & Developing Questionnaire I																		
Presentation Of Project Paper Proposal																		
Corrections & Approval To Proceed																		
Booking Appointments for In-depth Interviews																		
Pilot Test Research Tools & Revise Questionnaires																		
Start Data Collection																		
DataEntry (SPSS) & Data Analysis																		
Data Interpretation & Presentation																		
Compare & Contrast Data & Literature Findings																		
Evaluate Research Questions & Objectives																		
Reflect on Limmitations & Recommendations																		
Edit, Revise & Review Draft																		
Conclusions & Recommendations																		
Project Design Proposals																		
Project Paper Defense																		
Submit Final Project Report																		

Appendix V: Budget for Research Project

ITEM	BUDGET BREAKDOWN	NO.	RATE (KSHS)	TOTAL (KSHS)
LITERATURE EXPENSES				
(i)	Purchase of Journals, Books, Magazines on "City branding", "Place Branding"	LOT	10,000	10,000
(ii)	Postal Charges for Importing books	LOT	2,500	2,500
DATA COLLECTION & ANALYSIS				
(iii)	Research Assistant & Data Entry Clerk	40 days	3,000	6,000
(iv)	Travelling: Machakos County: (Private Car Fuel)	10 (2-Way)	2,000	10,000
(vi)	Calling Charges: Safaricom/Telkom Landline	8 months	(8x500)	4,000
(vi)	Technical Support: Computer Software :SPSS	LOT	1,500	5,000
REPORT WRITING				
(vii)	Printing Reports, Documentation & Binding	10 COPIES	500	5,000
(viii)	Internet Connections: Bundles	4	4(2x500)	4,000
(xi)	Miscellaneous Expenses	LOT	5,000	5,000
PROJECT PROPOSAL DESIGNS				
(x)	Printing Interior Design Drawings (size A1)	10	1,500	15,000
(xii)	Printing Exhibition Display –Roll-up Banners 6 size A2 sheets on Art Paper	10 Copies		10,000
(xiii)	Printing: Businessman Handbook (16 page)	1 copy		5,000
(xiv)	Printing: My City Handbook (16 page)	1 copy		5,000
TOTAL BUDGET FOR RESEARCH PROJECT (KSHS)				86,500

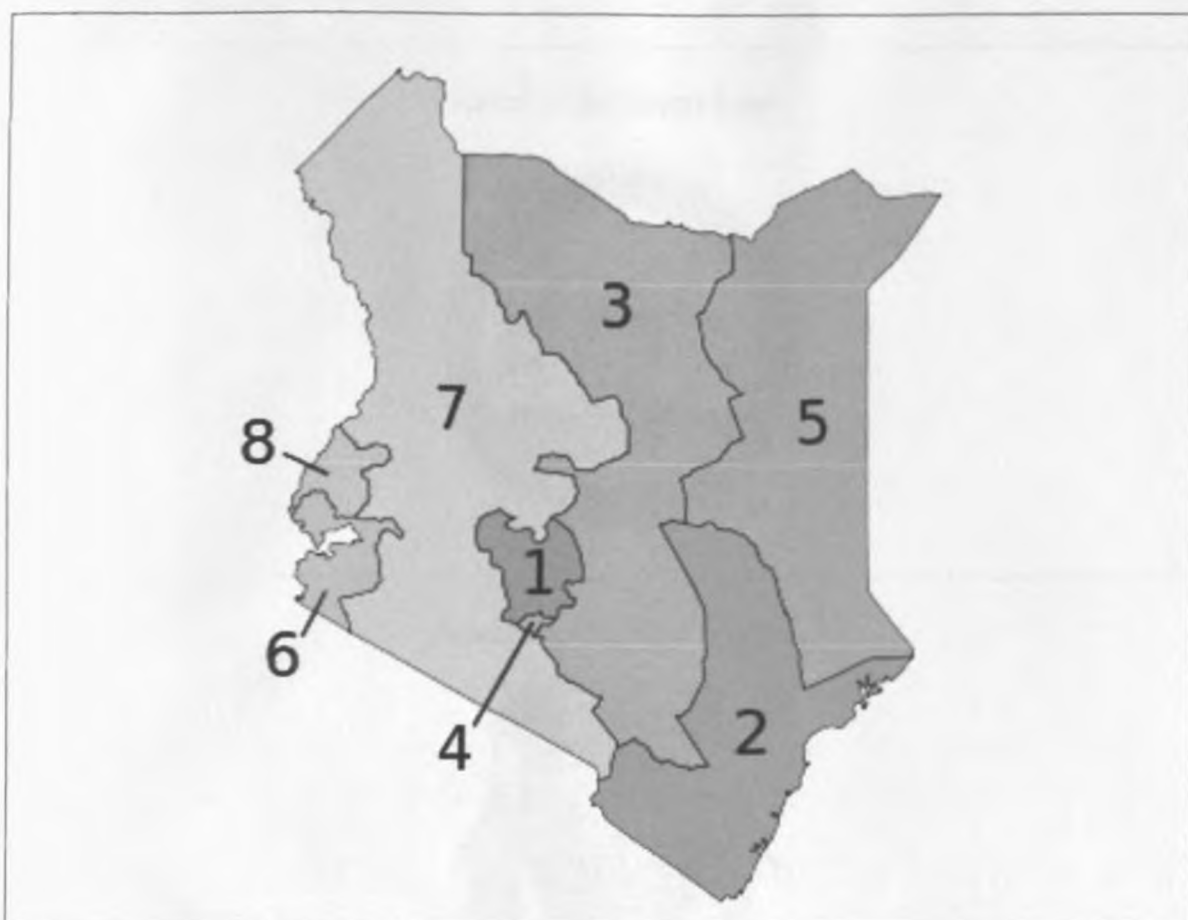
Appendix VI: Global Ranking of City Brand Identities

CITY LOGOS RANKED BASED ON "COMPETITIVENESS"			
			
EUROPEAN CITIES (New York, London, Paris, Toronto)			
			
ASIAN CITIES (Singapore, Hong Kong, Tokyo, Seoul)			
			
LATIN AMERICAN CITIES (Sao Paulo, Rio De Janeiro, Porto Alegre, Mexico)			
			
MIDDLE EAST CITIES (Dubai, Doha, Abu Dhabi, Muscat)			
			
AUSTRALIA (Sydney), NETHERLANDS (Amsterdam), Spain			
			
AFRICAN CITIES (Johannesburg, Cape Town, Durban, Nairobi)			

Appendix VII: City Branding Themes used to achieve City objectives

Branding Cities attracts Investments, Business, Trade, Tourism and Talented human Resources that are the lifeblood of a successful Nation/City/County	
	
<p>NEW YORK CITY (NORTH AMERICA) <i>"Most successful Tourism campaign"</i></p>	<p>BARCELONA CITY (SPAIN) <i>"Most Successful Business City" & "1992 Olympic Games"</i></p>
	
<p>MUNICH CITY (GERMANY) <i>'Munich loves you' Munich City "2006 Football World Cup"</i></p>	<p>MANCHESTER CITY (ENGLAND) <i>"A City Brand to Attract World Events : "Olympic Games"</i></p>
	
<p>OSLO CITY (NORWAY) <i>"VisitOSLO" Attracting "Social Events for Artists"</i></p>	<p>AMSTERDAM CITY (NETHERLANDS) <i>"I Amsterdam" "Changing Negative Stereotypes to Positivity"</i></p>
	
<p>SYDNEY CITY (AUSTRALIA) <i>"No place in the World like Sydney"</i></p>	<p>SINGAPORE CITY <i>"From Third World to First World"</i></p>
	
<p>LYON CITY (FRANCE) <i>"Streamlining City's International Marketing"</i></p>	<p>TAMPERE CITY (FINLAND) <i>"GoTampere"</i></p>

Appendix VIII: Map Of All Counties Grouped in (Former) Provinces, Kenya



Map Of Kenya With All Counties Grouped in (Former) Provinces

**FORTY SEVEN COUNTIES (1992 DISTRICTS)
CATEGORISED INTO 8 FORMER PROVINCES IN KENYA**

1. Central Province	2. Coast Province	3. Eastern Province	4. Nairobi Province
<p><u>Counties:</u> 1.Kiambu, 2.Nyeri 3.Kirinyaga, 4.Muranga, 5.Nyandarua,</p>	<p><u>Counties:</u> 1.Kilifi, 2.Lamu, 3.Malindi, 4.Mombasa, 5.Tana River, 6.Taita-Taveta</p>	<p><u>Counties:</u> 1.Embu, 2.Isiolo, 3.Kitui, 4.Machakos, 5.Makueni, 6.Marsabit, 7.Meru</p>	<p>Nairobi City County</p>
5. North Eastern Province	6.Nyanza Province	7. Rift Valley Province	8. W ⁿ Province
<p><u>Counties:</u> 1.Garissa 2.Mandera 3.Wajir</p>	<p><u>Counties:</u> 1.Homa Bay, 2.Kisii, 3.Kisumu 4.Migori, 5.Nyamira, 6.Siaya</p>	<p><u>Counties:</u> 1.Baringo, 2.Bomet, 3.Elgeyo Marakwet, 4.West Pokot, 5.Kericho, 6.Laikipia, 7.Nakuru, 8.Nandi, 9.Narok, 10.Samburu, 11.Trans Nzoia, 12.Turkana, 13.Uasin Gishu, 14.Kajiado</p>	<p><u>Counties:</u> 1.Bungoma, 2.Busia, 3.Kakamega, 4.Teso, 5.Vihiga</p>

Appendix IX: County Brand Identities: Nairobi, Mombasa and Machakos Counties

Nairobi City County Logo



Mombasa City County Logo



Machakos County Logo

