BRAND POSITIONING STRATEGIES AND COMPETITIVE ADVANTAGE OF DIGITAL TELEVISION BROADCASTERS IN KENYA

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DECLARATION

I declare that this research project is my original work and to the best of my knowledge, it has never been submitted for the award of degree or diploma in any other institution of higher learning.

Signature ………………………………… Date……………………………………..

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Reg. No. D65/86648/2016

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

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DEDICATION

A special dedication for my research project is for the Late Wilfred Muchiri Kihara (1961-1994) and my son Gerald Kihara Muchiri, who encouraged me on this journey always believing that I could accomplish this milestone.

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ABREVIATIONS

CA	Communication Authority of Kenya
CBBE	Consumer Based Brand Equity
TV	Television
RRC	Radio communications conference
CBBE	Consumer Based Brand Equity Model

ABSTRACT

The purpose of this study is to examine the Brand positioning strategies and competitive advantage of digital television broadcasters in Kenya. The research question was to establish to what extent brand positioning strategies are being used to gain competitive advantage by Television Broadcasters in Kenya. The study covered the main stream TV stations in Kenya of which were 65(no) in number at the time of the study and used the census sampling technique to sample 44(no) stations. The study data was collected using questionnaires and analysed using SPSS version 21. The output was presented using frequencies, percentages, means, standard deviation, correlations and regression. The results are presented using tables and interpreted based on the study objectives. The study found out that brand positioning strategies adopted by the TV stations showed that the respondents looked at the extent to which their brand position was similar to others in the market. The study went on to also establish the extent to which sampled TV Stations communicated the unique positions of their brands and also the extent to which they considered the resources to invest in order to counter activities of their competitors. The study found out that stations considered income, personality and the age of the intended target audience, corporate advertisers, the degree of regulation of content and the location in terms of either urban/rural or semi- urban .On brand positioning strategy is a source of competitive advantage and the study found out that the latter enabled the stations to differentiate their programs from those of their competitors .The stations were able to create a strong position in the minds of their viewers and remained the most innovation leaders in the industry. Therefore, the researcher recommends that since brand positioning considered the resources to invest in order to counter activities of their competitors. The study found out that stations considered income, personality and the age of the intended target audience, corporate advertisers, the degree of regulation of content and the location in terms of either urban/rural or semi- urban .On brand positioning strategy is a source of competitive advantage and the study found out that the latter enabled the stations to. In order for the organizations to create a brand position strategy, it should consider a brand's considered the resources to invest in order to counter activities of their competitors. The study found out that stations considered income, personality and the age of the intended target audience, corporate advertisers, the degree of regulation of content and the location in terms of either urban/rural or semi-urban .On brand positioning strategy is a source of competitive advantage and the study found out that the latter enabled the stations to idea, these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies.

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

Positioning draws its validity from the segmentation, targeting and positioning theory. Brand Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others (Al ries & Trout, 1982). Positioning is arguably all about creating a unique proposition relative to the competition. Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others.

Competitive Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others (Amadeo, 2018). has translated to more broadcasting content becoming available and the explosion of new competitive strategies that a firm can choose from: focus, differentiation and cost leadership. Firms attempt to maintain competitive advantage by manipulating one or all of the generic strategies identified by Porter (2012). Differentiation is an attempt at creating distinctiveness in the firm's offer, which sets it apart from those of competitors. Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others.

Porter's (2012) theory of competitive advantage holds that firms try to outmaneuver one another in the market place by amplifying on their strengths .The theory also propagates that the source of this competitive advantage could either be the firm's ability to produce at the lowest cost thereby enabling it to offer its products at the lowest price in the market, the ability to differentiate their offer in the market or the firm's ability to segment, target and position its products better than all others.

Aaker's model is premised on the belief that brands are assets that can be exploited for maximization of shareholder returns (Aaker, 2000).The model Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others. Keller's model of Consumer Based Brand Equity (CBBE) also referred to as the Brand equity pyramid, explains that for an organization to build a strong brand, it should try to influence the ways in which the consumers think and relate to it. This will in turn give the firm a Companies may differentiate at the product level, at the firm level, using the price, promotion, service delivery among others it a competitive advantage in the market.

Digital broadcasting in Kenya has created an eco-system which has greatly eliminated the need for huge capital investments and lowered the barriers to entry, therefore giving new entrants an advantage to enter the digital broadcasting market. The number of television broadcasters has increased after the migration from analogue to digital transmission. This is explained mainly by the fact that setting up a digital television channel has become more affordable in Kenya. The focus of digital broadcasters has now shifted from transmission-based to content-based. The aspects of competition have also changed from coverage based to quality based.

Companies are now investing more capital into content creation, acquisition of intangible assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects.

These changes in the market place have been informed by the needs and diversification of television audiences. Previously, the product and services offered by the players in the Digital broadcasting industry have little or no differentiation and are homogeneous in nature. This has made competition intense making product differentiation difficult therefore necessitating companies to enhance their brands so as to maximum on returns.

1.1.1 Brand Positioning

Assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects. Al Ries and Trout (2011) defines brand positioning as a battle for the heart and mind of the consumer and comprises of three elements i.e. has translated to more broadcasting content becoming available and the explosion of new.

Assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects (Treacy & Wiersema, 2013). Treacy and Wiersema (2013) on to state that companies that have a leadership position in one of the stated merits and that these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies.

Brand Positioning informs a company on how it can effectively compete in a marketplace. These factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies. These factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies Semans (2010) notes that the following parameters can be used when the management wishes to establish how strong their brand is: relevance, differentiation delivery and communication.

1.1.2 Competitive Advantage

Competition is at the core of either success or failure of any business enterprise. A competitive strategy is defined by Porter has translated to more broadcasting content becoming available and the explosion of new and goes on to argue that two forces determine the choice of a firm's competitive these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies influence it.(Porter , 2001)

The second force is are determinants of a relative position within an industry. Companies rely on resources at their disposal to optimize their existence in an industry. A Firm's has translated to more broadcasting content becoming available and the explosion of new, firm attributes, information and knowledge among others confer effifiency and effectiveness (Barney, 1991).

The assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects that should give focus by managers in a market economy.

Assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able. (Oliver, 1997).

1.1.3 The Media Industry in Kenya

The main stream media industry in Kenya comprised of the print, broadcasting and electronic broadcasting for a long period since the country's independence. The industry was previously under the control of the state before liberalization. However, with liberalization of the sector in the media industry attracted many more players. This has increased competition in the sector. However, to date the industry has been dominated by oligopolistic structures of competition. The Broadcasting subsector is the most vibrant of the three subsectors in Kenya.

Digital TV migration from analogue to digital transmission in Kenya was fully implemented at the end the first quarter of 2015. The merits of the migration ranges from a wider signal coverage, quality color depth, a higher penetration of the power of the signal, to a lower capital investment by the broadcasters. The Standard (2015) notes that a single digital signal can be split to accommodate up to 20(no) of television channels.

Digital television broadcasting in Kenya is a relatively new phenomenon amongst the broadcasters and consumers alike. This shift affected the operations of the broadcasters who were expected to meet the new government regulations of airing local content at a minimum of 40%. The Communication Authority of Kenya (CA)facilitated the entry of more digital television broadcasters into the sub-sector given that there is was an increase in capacity and lower barriers to entry. All these factors combined have created a new competitive environment that necessitated the need for innovative brand positioning strategies in order to acquire or maintain competitive advantage.

1.1.4 Television Stations in Kenya

Kenya is a signatory to the International telecommunication union (ITU). At the Regional Radio Communication Conferences (RRC), 2006 the GE06 Agreement necessitated all member states worldwide to switch off from analogue to digital television transmission by June 2015 (TMG, 2017).

The Kenyan Government in this regard adopted a more ambitious approach to have the country-wide switch off that was to take place by December of 2013 (Muvaka, 2015). The analogue to digital migration was to affect the operations of the broadcasters who were expected to meet new government regulations of airing content of 40% local amongst other requirements. All these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies such as brand positioning that would enhance or acquire competitive advantage.

1.2 Research Problem

The segmentation, targeting and positioning theory, supplanted the traditional marketing mix theory (Al Ries & Trout, 2011). A firm's positioning strategies have an influence on a company's financial performance. Brand Positioning has therefore become one of the important issues in the marketing management of many companies. These factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies (Dovel, 1990). The current study sought to answer the following research question: How are brand positioning strategies being used to gain competitive advantage by Television Broadcasters in Kenya?

The concept of competitive advantage has become a central aspect of in strategic planning discussions. Porter (2001) defines two essential factors that establish profitability namely as: the structure of the industry that establishes these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies, that which enables a company to do better than the average competitor.

The media industry in Kenya was liberalized in the early 1990's .Prior to this period the subsector was controlled mainly by the Government. Liberalization of the industry introduced competition in print, electronic and digital media. Television broadcasters are now experiencing high levels of competition and are attempting to continuously innovate to attain a profitable position in the marketplace.

Technology has greatly impacted and diversified ways in which Broadcasting of information is disseminated from one point to another. Internet based news and entertainment options are on the rise and these have highly proliferated into all major urban areas in Kenya. They are now several new product offerings in the market giving alternatives to the traditional broadcasting streams. It is important to note that this has been partly propelled by the entry of smart television sets in the market.

The broadcasters are leveraging on this new phenomenon by increasing their online presence through taking advantage of internet streaming platforms such as YouTube and Facebook. It is worth noting that the broadcasters have also built online repositories for their media content that can be accessed via their proprietary applications. The consumers are now more informed and demanding in terms of product attributes i.e. variety, quality and timely delivery.

Consumers are today more exposed and well informed of their value and worth to television broadcasters. The growth of mobile handsets in Kenya has given Consumers new platforms where they can express satisfaction or distaste with a product or service using the various online interaction platforms. Facebook 'likes' and YouTube viewership on specific stories is a new and powerful tool that is being used by the consumer brands to collect information on viewership (Price & Kabadayi, 2014).TV stations have had to has translated to more broadcasting content becoming available and the explosion of new creative, dynamic, responsive and innovative among others. This has arisen from the realization that brand positioning can confer certain competitive advantages.

Examination of previous studies reveals contextual, methodological and conceptual gaps. Okara (2011) conducted a study on the strategic response by television broadcasters implemented to counter competition. This study focused on the challenges and strategies employed by the researcher. Muvaka (2011) assessed the impact of digital migration on media consumers, using television broadcasting as a case study. This study, although related to digital television broadcasting did not dwell on brand positioning and competitive advantage.

Kabiru (2015) carried out a study on the effects of brand personalization on the choice consumers focusing on the television industry. Zeng and Han (2012) examined brand building strategies that would increase market share on Pay TV in China.

1.3 Research Objective

The objective of this study was to establish how brand-positioning strategies influence competitive advantage of digital television broadcasters in Kenya.

1.4 Value of the Study

This study sought to find the place of brand positioning strategies in the digital broadcasting space and especially in relation to gaining competitive advantage. The importance and implications of this study are significant because television viewership holds an important place in Kenya, greatly shaping public opinions and has been relied on world over by millions for information, advertisement and entertainment. A close look at the place of brand positioning strategies will be important in helping businesses to build strong brands.

Through this study academician would have an insight on brand positioning strategies, and resultant influence on competitive advantage. The research would also open up other areas of study and add to already existing knowledge in digital television broadcasting. Policy makers and Government agencies would also benefit from this knowledge by using the information provided to shape or formulate policies. Investors may also gain from the study as it would reveal how organizations can have an edge over their competition in terms of market share and financial returns.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter contains the theoretical framework that underpins the study and an empirical literature review that establishes the relationship between brand positioning strategies and competitive advantage.

2.2 Theoretical Framework

This study is anchored on the positioning competitive advantage theories on one hand which is the positioning theory that advances arguments and makes postulations on the outcomes of brand positioning and on the other hand the theory of competitive advantage which anchors on the second variable of the study i.e. competitive advantage.

2.2.2 The Consumer Based Brand Equity Model

The CBBE model is attributed to Kevin Keller (Kim et al., 2003). This theory holds that a consumer’s attitude towards a brand can be a great determinant of its brand’s success. The model is usually depicted as a pyramid laying the foundation on how an organization can create a positive attitude and how it can capitalize on these attitudes and loyalties for its customers.

The model comprises of four parts namely: salience, performance and imagery, judgment, feelings and resonance. Salience is about the descriptions that the mention of a brand name creates assets and human capital development, in order to gain or win the market share. This has translated to more broadcasting content becoming available and the explosion of new digital broadcasters. The broadcasting industry has therefore rapidly expanded to include digital broadcasters specializing in local dialects.

has translated to more broadcasting content becoming available and the explosion of new In this aspect, imagery is slightly different in creating meaning behind a brand and can be firm can successfully implement a differentiation strategy. The other level is Judgment and feelings are created from a firm can successfully implement a differentiation strategy. Lee and Oh (2006) argue that judgment can also be formed from a brand's ability to meet an individual customer's considerations. The final level is on Resonance which relates to how customers and has translated to more broadcasting content becoming available and the explosion of new on its superiority to other brands.

2.2.2 Theory of Competitive Advantage

Porter (1985) advanced the theory of Competitive advantage. The proponents of this theory argue has translated to more broadcasting content becoming available and the explosion of new which is created for its buyers exceeding of a segment that management believes the company can profitably operate within. Differentiation on the other hand forces management to develop programs that set it apart from its competitors. If a firm can successfully implement a differentiation strategy, then differentiation can be said to be a source of competitive advantage, differentiation and focus.

The pursuit of any or more of these sources of firm can successfully implement a differentiation strategy objectives and its position in the market. A firm that seeks to pursue cost leadership attempts to attain cost reduction ultimately gives it an advantage in pricing. The focus of the strategy firm can successfully implement a differentiation strategy concerned with the clear identification of a segment that management believes the company can profitably operate within. Differentiation on the other hand forces management to develop programs that set it apart from its competitors. If a firm can successfully implement a differentiation strategy, then differentiation can be said to be a source of competitive advantage.

2.3 Brand Positioning Strategies and competitive Advantage

According to Fuchs and Diamantopoulous (has translated to more broadcasting content becoming available and the explosion of new authors note that whatever positioning strategy a company opts for, the management ought to realize that it will have implications on its overall performance.

This has translated to more broadcasting content becoming available and the explosion of new and that it is also about assuming a unique position in the audience's minds (Ries & Trout, 1981). Positioning defines the manner in which has translated to more broadcasting content becoming available and the explosion of new the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able.

Of a segment that management believes the company can profitably operate within. Differentiation on the other hand forces management to develop programs that set it apart from its competitors. If a firm can successfully implement a differentiation strategy, then differentiation can be said to be a source of competitive advantage and points out that brand has translated to more broadcasting content becoming available and the explosion of new.

Muriet (2011) examined these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies of the Kenya commercial banks. The study found out that strategic positioning positively and significantly enhances organizational performance through performance measurement. It therefore concluded that in order to have greater stability and profit efficiency, banks utilized positioning to have competitive power in the markets they operated in, whereby market power in this case indicated by the banks market share.

Kasyoka (2011) studied how strategic positioning leads to these factors combined created a new ecosystem that would lead to the new innovative ways of doing business, amongst them strategies out that innovative technology has assisted the company to achieve competitive advantage and also This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor, which was found to highly influence has translated to more broadcasting content becoming available and the explosion of new the company were reported to be either technological, human, knowledge based or financial.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

By the nature of the variables under investigation, the relationships that were determined and the objectives of the study. The methodology was informed by the objective of the study.

3.2 Research Design

A research design maps the blueprint that guided the study (Hall, 2011) and was determined by the nature of the variables under investigation, the relationships that were determined and the objectives of the study.

As the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able by the nature of the variables under investigation, the relationships that were determined and the objectives of the study surveys.

This study endeavored to describe aspects of the population such as where, how, when, and what (Mugenda & Mugenda, 2003). Descriptive studies are recommended when the researcher intends to get a feel of the manifestation of the variable or variables in the population. A survey design is recommended when the researcher wishes to collect data from a number of respondents (Mugenda & Mugenda, 2003).

3.3 Population of the study

Has translated to more broadcasting content becoming available and the explosion of new Communications Authority of Kenya (CAK) and was used in data collection. Since the population is not large, sampling was not done and therefore the sampling technique was a census.

3.4 Data Collection

By the nature of the variables under investigation, the relationships that were determined and the objectives of the study used for data collection which was constructed in three parts. Part A This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor respondent institution, giving the researcher an opportunity to understand certain company specific dimensions such as age, size, and asset base among others that may be correlated to the This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor

Part B captured information on brand positioning strategies. This was the independent variable in the study which was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor. Part C comprised of questions meant to collect data on competitive advantage. This was the dependent variable in this study. The respondents were the mainly middle level managers who are responsible for the operational aspects of running a television station. This includes but were not limited to Marketing/Sales Managers, or Production, Programming controllers in the stations. These were the persons who are believed to be well placed to provide information on the variables in the study.

3.5 Data Analysis

By the nature of the variables under investigation, the relationships that were determined and the objectives of the study computed from the data. This was meant to enable the researcher observe the manifestation of the variables in the population. Inferential statistics such as correlation and simple regression by the nature of the variables under investigation, the relationships that were determined and the objectives of the study

The regression model adopted was:

$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \varepsilon$

Where:

Y = competitive advantage;

α_0 = Constant;

α_1 and α_2

This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor and X_2

X_1 = brand positioning strategies;

X_2 = considerations for brand positioning strategies,

ε = error term at 95% confidence interval.

CHAPTER FOUR: DATA ANALYSIS AND RESEARCH FINDINGS

4.1 Introduction

This chapter presents findings on brand positioning strategies and competitive advantage of digital television broadcasters in Kenya. The section is presented in various subsections. These are: the response rate, the general information of the respondents, brand positioning strategies, choice of a brand positioning strategy and brand positioning as a source of competitive advantage for the select TV station.

4.2 Response Rate

The study was carried with a sample of 44(no) respondents from the 65(no) TV stations. This was a response rating of 67.7%. This section also presented findings on the first item in the questionnaire which asked the name of the TV stations. Once the data collected it was submitted for analysis. The response distribution was presented in table 4.1.

Table 4.1 Response Rate

TV station	Frequency
Sasa	1
Stones	1
Y 254	1
Brand Plus	1
Edu	1
Gikuyu	1
Hope	1
Hope channel Kenya	1

KBC Channel1	1
Tandao	1
Tama TV	1
Joy	1
Raya	1
Mother and child	1
Woni	1
Parastatal	1
K24	1
Njata	1
Kameme	1
MTN Kenya	1
Maajabu	1
Biblia Husema	1
Youth TV Kenya	1
Islamia TV	1
NTV	1
Health Channel	1
KU	1
Pwani	1
Ore	1
GBS	1
Utugi	1
Star	1
Kingdom	1
Lolwe	1
School	1

Sign	1
KTN – farmers	1
KTN - Home	1
KTN - News	1
Nuru	1
Kyeni	1
UTV	1
None	1
Total	44

4.3 General Information of the Respondents

4.3.1 Number of Years in Existence

The respondents were asked to indicate the number of years in experience working the selected TV stations. The response was presented in table 4.2.

Table 4.2 Number of Years in Existence

Number of Years in Existence	Frequency	Percentage
Less than 5 Years	22	50.0
5 – 10 years	16	36.4
10 – 15 year	2	4.5
Above 15 years	4	9.1
Total	**44**	**100**

The study found that most of the respondents have less than 5 years of which was a response rate of over 50%. This was followed by the respondents who had between 5 –

10 years standing at 36.4%. Those who had 10 – 15 years' experience were at a response rate of 4.5%, with the least being those who have served for more than 15 years standing at 9.1%.

4.3.2 Number of Employees

The next item sought information on the number of employees in each of the TV stations. The response was presented in table 4.3.

Table 4.3 Number of Employees

Number of Employees	Frequency	Percentage
Less than 50	33	75.0
50 - 100	8	18.2
100 - 150	-	-
Above 150	3	6.8
Total	**44**	**100**

The study found that most of the respondents indicated that they had less than 50(no) employees in their stations standing at 75%. This was followed by the stations that had between 50 – 100 standing at 18.2% employees, with the least being the TV stations with more than 150(no) employees at 6.8%.

4.3.3 More Than 1 TV Station

The last item under the general information sought to find out if the stations had more than ONE TV station. The response presented in table 4.4.

Table 4.4 More than 1 TV Station

Having More than 1 TV Station	Frequency	Percentage
Yes	11	25
No	33	75
Total	**44**	**100**

The results show that most of the TV stations standing at 75% did not have more than one station, while the TV stations with more than one station were rated at 25%.

4.4 Brand Positioning Strategies

The respondents were asked the extent they believed the following statements apply in their choice of a brand position strategy for the TV stations. The results were presented on a scale of 1 to 5 where, *1 = not at all important, 2 = not important, 3 = somewhat not important, 4 = important, 5 = very important*, using means and standard deviation. Table 4.5 shows the results.

Table 4.5 Brand Positioning Strategies

Brand Positioning Strategies	Mean	St. Deviation
To what extent is our brand position similar to others in the market	4.78	0.564
To what extent can we communicate our brands unique position	4.77	0.943
To what extend do we consider the resources we have to counter activities of our competitors	4.60	0.831
To what extend do we establish how consumers perceive our current brand position	4.23	0.954

To what extend does our desired position give us a differentiation advantage	4.13	1.945
We find out if the brand position is viable in the long term	3.44	1.053
We consider our current organization structure and its compatibility with the overall brand strategy	3.27	0.203

Asked to indicate the extent of the extent to which they were in agreement on the level of importance of the items presented in table 4.5, the respondents indicated that they looked at the extent to which their brand position was similar to others in the market at a mean score of 4.78. This was followed by the extent to which they communicated their unique positions of their brands at a mean score of 4.77, followed by the extend they considered the resources they have to counter activities of their competitors at a mean score of 4.60.

The study also found that they looked at the extent to which they established how consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score of 4.13. The respondents also said that they made efforts to find out if the brand position is viable in the long term standing at a mean score of 3.44 and also considered their current organization structure and its compatibility with the overall brand strategy at a mean score of 3.27.

4.5 Considerations for Brand Positioning Strategy

The researchers asked the respondents the extent to which they believed the following statements apply to the considerations for a brand positioning strategy for the TV stations. The results were presented in table 4.6 on a scale of 1 to 5 where, *1= not at all* *important, 2 = not important, 3 = somewhat not important, 4 = important, 5 = very important*).

Table 4.6 Considerations for Brand Positioning Strategy

Factors of Brand Positioning Strategy	Mean	St. Deviation
We consider the income levels of our target audience	4.56	0.763
We consider the personality of our target audience	4.43	0.343
We consider the Age of intended target audience	3.48	0.645
We consider the corporate advertiser as a consideration	3.42	0.784
The degree of regulation of content is a consideration	3.28	0.674
The location in terms of Urban Rural, semi- urban is a consideration	3.06	0.183
We have positioned ourselves as the most innovative station in the market	2.43	0.673

Asked to indicate the consideration for a brand positioning strategy among the TV stations, the study found that they considered the income levels of their target audience at a mean score of 4.56, the personality of their target audience at a mean score of 4.43, the age of intended target audience at a mean score of 3.48, the corporate advertiser at a mean score of 3.42, the degree of regulation of content at a mean score of 3.28, the location in terms of Urban/Rural and semi- urban at a mean score of 3.06 and finally the fact that they have positioned themselves as the most innovative stations in the market at a mean score of 2.43.

4.6 Brand Positioning Strategies as a Source of Competitive Advantage

The respondents were asked to what extent they believed the following statements apply to brand positioning strategies as a source of competitive advantage for the TV stations. The results were presented on a scale of 1 to 5 where, (*1 = not at all important, 2 = not important, 3 = somewhat not important, 4 = important, 5 = very important* on table 4.7.

Table 4.7 Brand Positioning Strategies as a Source of Competitive Advantage

Brand Positioning Strategies as Sources of Competitive Advantage	**Mean**	**St. Deviation**
Positioning enables us to differentiate our programs from those of our competitors	4.58	1.11
We have created a strong position in the minds of our viewers	4.43	1.09
We have been able to remain the innovation leaders in the industry	3.54	1.14

Asked to the indicate the extent to which brand position strategy acted as a source of competitive advantage, the study found that positioning enabled the stations to differentiate their programs from those of their competitors at a means score of 4.58. Further they were able to create a strong position in the minds of their viewers at a mean score of 4.43. Finally, the results show that they respondents indicated that they have been able to remain the innovation leaders in the industry at mean score of 3.54.

4.7 The relationship between brand position strategies and competitive advantage of the TV stations.

4.7.1 Correlation Test

The study sought to investigate the relationship between brand positioning strategies and competitive advantage of the TV stations. Table 4.8 presents the correlation analysis.

Table 4.8: Correlation Analysis

Dimension	Y	X1	X2
Y	1.000	0.727	0.631
X1	0.727	1.000	0.876
X2	0.631	0.115	1.000

Y = competitive advantage

X1= Brand Positioning Strategies

X2= Considerations for Brand positioning strategies

The strongest correlation was established between the brand positioning strategies adopted by the TV stations and their competitive edge in the market at 0.727. This was followed by the considerations the TV stations have to put in place for their brand positioning strategies at a correlation coefficient of 0.631. At the same time, there was a very strong relationship between the factors for consideration for brand positioning strategies and the brand strategies adopted by the TV stations at a correlation coefficient of 0.876.

4.7.2 Regression Test

The model was:

$Y = \alpha_0 + \alpha_1 X1 + \alpha_2 X2 + \varepsilon$

Table 4.9 Model Summary

Model	**R**	**R Square**	**Adjusted R Square**	**Std. Error of the Estimate**
1	.798a	.637	.598	0.42620

a Predictors: (Constant): brand positioning strategies

b. dependent variable: competitive advantage

Consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score t brand positioning strategies account for 63.7% of the competitive advantage for the TV stations. By the nature of the variables under investigation, the relationships that were determined and the objectives of the study. At the same time the R was 0.798 which measured the cumulative correlation between the brand positioning strategies by the TV stations and their competitive advantage. This shows a very strong relationship between brand positioning strategies by the TV stations and their competitive advantage.

Table 4.10: ANOVA

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	17.986	7	2.998	16.503	.000b
	Residual	4.178	37	.182		
	Total	22.164	44			

a. Dependent Variable: competitive advantage

b. Predictors: (Constant), Brand positioning strategies, consideration for brand positioning strategies

By the nature of the variables under investigation, the relationships that were determined and the objectives of the study the brand positioning strategies adopted of the TV stations have a statistically significant relationship with their competitive advantage.

Table 4.11 Regression Coefficient Estimates

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.175	.271		.647	.000
	X_1	.104	.049	.019	.279	.010
	X_2	.214	.077	-.025	-.309	.001

a Dependent Variable: competitive advantage

b. Predictors: (Constant), Brand positioning strategies, consideration for brand positioning strategies

The model was:

$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \varepsilon$

The resulting equation was as follows

$Y = .175 + 0.104X_1 + 0.214X_2 + 0.004$

From the table above, the TV stations' competitive advantage is constant at 0.175 holding other factors constant. The study found that brand positioning strategies improved the TV stations' competitive advantage by 0.104 and the considerations for adoption of effective brand positioning strategies improved the TV stations' competitive advantage by 0.214.

CHAPTER FIVE: SUMMARY OF THE FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This is the positioning, should demonstrate an advantage over a competitor brands, representing communication objectives. This was followed by the extent to which they communicate their unique positions of their brands, followed by the extend they considered the resources been presented as follows.

5.2 Summary of the Findings

5.2.1 Brand Positioning Strategies

Findings on the brand positioning strategies adopted by the TV stations show that the respondents looked at the extent to which their brand position was similar to others in the market. This finding is in agreement with Aaker (2000) when he said that brand positioning, should demonstrate an advantage over a competitor brands, representing communication objectives. This was followed by the extent to which they communicate their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitors. According to Treacy and Wiersema (2013) positioning, should demonstrate an advantage over a competitor brands, representing communication objectives. This was followed by the extent to which they communicate their unique positions of their brands, followed by the extend they considered the resources.

The study also found that the respondents looked at the extent to which they established how consumers perceive their current brand position, followed by the extent their desired position gave them a differentiation advantage. the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi-urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able. Companies also tried to find out if their brand position is viable in the long term and considered the organization structure and its compatibility with the overall brand strategy. (Treacy & Wiersema, 2013).

This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor. This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor. Semans (2010) notes that the following parameters can be used when the management wishes to establish how strong their brand is: relevance, differentiation, delivery and communication.

5.2.2 Considerations for Brand Positioning Strategy

On the considerations taken by the TV stations was the income levels of their target audience, the personality of their target audience and the age of intended target audience. In Porter's view (1985) in the advanced theory of Competitive advantage states that this consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score. Therefore, the TV's stations have to very strategic on the choice of their brand positioning strategies in order to remain competitive.

According to Semans (2010) the current study, the findings show that they considered the degree of regulation of content, the location in terms of Urban/Rural and semi/urban and finally the fact that they have positioned themselves as the most innovative stations in the market. This results concurs with (Barney, 1991) who opines that the corporate advertiser. For the current study, the findings show that they considered the degree of regulation of content, the location in terms of Urban/Rural and semi/urban and finally the fact that they have positioned themselves as the most innovative stations in the market. This results concurs with (Barney, 1991) who opines that a consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean scores, firm attributes, information and knowledge among others that confer effifiency and effectiveness.

He adds the stations to differentiate their programs from those of their competitors. These findings are supported by Kasyoka (2011) who found that innovative technologies have assisted Safaricom Company to achieve competitive advantage in the market. The major drivers of success in Safaricom limited were reported to include technological, human, knowledge, financial assets resources (Barney, 1991).

5.2.3 Brand Positioning Strategies as a Source of Competitive Advantage

Studies show This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score (Porter, 1991). The ways in which the brand positioning strategies have affected the TV stations competetive advantage, shows that the study found that positioning enabled the stations to differentiate their programs from those of their competitors. These findings are supported by Kasyoka (2011) who found that innovative technologies have assisted Safaricom Company to achieve competitive advantage in the market. The major drivers of success in Safaricom limited were reported to include technological, human, knowledge, financial assets resources.

Further the results show that the TV stations were able to create a strong position in the minds of their viewers which is in agreement with (Ries & Trout, 1981) when they said consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score that it is also about This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor, which relates to specific and heavily differentiated set of associations. They emphasized that positioning defined the manner in which consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score, (Ries & Trout, 1981). Finally, the results show that the TV stations have been able to remain the innovation leaders in the industry. This concurs with consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score and point out that consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score programs.

5.3.4 Relationship between the Variables

The study established that there was a very strong co-relation between the brand positioning strategies adopted by the TV stations and their competitive edge in the market. This was seen on the considerations the TV stations have to put in place for their brand positioning strategies. At the same time, there was a very strong relationship between the factors for consideration for brand positioning strategies and the brand strategies adopted by the TV stations.

This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitor brand positioning strategies account for 63.7% of the competitive advantage for the TV stations ,which represents a good fit for the model. At the same time the R value was 0.798 which showed a very strong relationship between brand positioning strategies adopted by the TV stations and their competitive advantage. The model had a P-value of 0.000 consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score and hence implied that brand positioning strategies adopted of the TV stations have a statistically significant relationship with their competitive advantage.

From the above findings, the TV stations' competitive advantage is constant at 0.175 holding other factors constant, whereas brand positioning strategies improved the TV stations' competitive advantage by 0.104 and the considerations for adoption of effective brand positioning strategies improved the TV stations' competitive advantage by 0.214.

5.3 Conclusion

Findings on the brand positioning strategies adopted by the TV stations show that the respondents looked at the extent to which their brand position was similar to others in the market. This was followed by the extent to which they communicated their unique positions of their brands, followed by the extend they considered the resources they have to invest in order to counter activities of their competitors. The study also found that TV stations looked at the extent to which they established how consumers perceive their current brand position, followed by the extent their desired position gave them a differentiation advantage. The stations also try to find out if their brand position is viable in the long term and considered their current organization structure and its compatibility with the overall brand strategy.

On the considerations the TV stations had to adhere to, the study found that they consider the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able to create a strong position in the minds of their viewers and have been able to remain the innovation leaders in the industry.

5.4 Recommendations

the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi- urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able. The management of an organization should continuously take the stations to differentiate their programs from those of their competitors. These findings are supported by Kasyoka (2011) who found that innovative technologies have assisted Safaricom Company to achieve competitive advantage in the market. The major drivers of success in Safaricom limited were reported to include technological, human, knowledge, financial assets resources

A company should consider 7(no) the income levels of their target audience, the personality of their target audience, the age of intended target audience, the corporate advertiser, the degree of regulation of content, the location in terms of Urban Rural, semi-urban and finally the fact that they have positioned themselves as the most innovative stations in the market. On brand positioning strategy as a source of competitive advantages the study found that it enabled the stations to differentiate their programs from those of their competitors, the TV stations were able.

5.5 Suggestions for Further Studies

Consumers perceive their current brand position at a mean score of 4.23. This was followed by the extent their desired position gave them a differentiation advantage at a mean score for further studies in the following areas;

1. The factors affecting brand position strategies in organizations.
2. The challenges facing organizations in the implementation of brand positioning strategies.
3. The influence of brand positioning strategies on organizational performance.
4. The impact of brand positioning strategies on organizational productivity.

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APPENDIX 1: LETTER OF INTRODUCTION

UNIVERSITY OF NAIROBI
COLLEGE OF HUMANITIES & SOCIAL SCIENCES
SCHOOL OF BUSINESS

Telephone: 4184160-5 Ext 215
Telegrams: "Varsity'" Nairobi
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P.O. Box 30197
Nairobi, KENYA

26 October 2018

TO WHOM IT MAY CONCERN

Dear Sir/Madam,

INTRODUCTORY LETTER FOR RESEARCH
MUCHIRI PATRICIA – REGISTRATION NO. D65/86648/2016

This is to confirm that the above named is a bona fide student in the Master of Science in Marketing (Msc. Marketing) option degree program in this University. She is conducting research on ***"Brand Positioning Strategies and Competitive advantage of Digital Television Broadcasters in Kenya".***

The purpose of this letter is to kindly request you to assist and facilitate the student with necessary data which forms an integral part of the research project. The information and data required is needed for academic purposes only and will be treated in **Strict-Confidence**.

Your co-operation will be highly appreciated.

Thank you.

Graduate Studies Office
P. O. Box 30197
NAIROBI
University of Nairobi School of Business

Jane Muturi
For, MSc. Marketing Co-Ordinator,
School of Business

FM/jkm

APPENDIX II: QUESTIONNAIRE
Part A: Demographic Data

5 Name of the TV station (Optional)…………………….

6 Number of Years in Existence

( ) Less than 5 Years

( ) 5 – 10 years

( ) 10- 15 years

( ) Above 15 years

7 Number of Employees

( ) Less than 50

( ) 50- 100

( ) 100- 150

( ) Above 150

8 Do you have more than ONE TV station?

( ) Yes

( ) No

Part B: Brand Positioning Strategies

B1: To what extent do you believe the following statements apply in your choice of a brand position strategy for your TV station on a scale of 1 to 5 where, (1=Not at all Important, 2=Not Important, 3=somewhat not Important, 4=Important, 5=Very Important).

Statement	1	2	3	4	5
To what extent is our brand position similar to others in the market					
To what extent can we communicate our brands unique position					
To what extend do we consider the resources we have to counter activities of our competitors					
To what extend do we establish how consumers perceive our current brand position					
To what extend does our desired position give us a differentiation advantage					
We find out if the brand position is viable in the long term					
We consider our current organization structure and its compatibility with the overall brand strategy					

B2: To what extent do you believe the following statements apply in your choice of a brand positioning strategy for your TV station on a scale of 1 to 5 where, (1=Not at all Important, 2=Not Important, 3=Somewhat not Important, 4=Important, 5=Very Important).

Statement	1	2	3	4	5
We consider the income levels of our target audience					

We consider the personality of our target audience					
We consider the Age of intended target audience					
We consider the corporate advertiser as a consideration					
The degree of regulation of content is a consideration					
The location in terms of Urban Rural, semi- urban is a consideration					
We have positioned ourselves as the most innovative station in the market					

Part C: To what extent do you believe the following statements apply in brand positioning strategies as sources of competitive advantage for your TV station on 1 to 5 where, (1=Not at all Important, 2=Not Important, 3=Somewhat not important, 4=Important, 5=Very Important).

Statement	**1**	**2**	**3**	**4**	**5**
Positioning enables us to differentiate our programs from those of our competitors					
We have created a strong position in the minds of our viewers					
We have been able to remain the innovation leaders in the industry					

APPENDIX III: LIST OF TV STATIONS IN NAIROBI

1	GIKUYU TV
2	HOPE TV
3	Y254 TV
4	BRANBPLUS TV
5	EDU TV
6	SASA TV
7	HOPE CHANNEL KENYA
8	KBC
9	TANDAO TV
10	JOY TV
11	RAIA TV
12	REVIVAL TIME TV
13	MOTHER AND CHILD TV
14	WONI TV
15	PARASTATAL TV
16	K24 TV
17	NJATA TV
18	KAMEME TV
19	TAMA TV
20	MTV TV
21	MAAJABU TV
22	BHB TV
23	YOUTH TV
24	ISLAMIA TV
25	NTV

26	HEALTH TV
27	KU TV
28	PWANI TV
29	ORE TV
30	GBS
31	UTUGI TV
32	STAR TV
33	KINGDOM TV
34	LOLWE TELVISION NETWORK
35	SCHOOL TV
36	SIGN TV
37	FARMERS TV
38	KTN HOME
39	KTN NEWS
40	NURU TV
41	TBN FAMILY MEDIA
42	KYENI TV
43	UTV
44	3 STONE TV
45	PENDO T
46	MUGWE TV
47	HEALTH TV
48	FOCUS TV
49	ACE TV
50	RED CROSS TV
51	HORIZON TV
52	FAITH TV

53	CITIZEN TV/INOORO TV
54	DELIVERANCE TV
55	KISS TV
56	BIASHARA TV
57	MWAMBA
58	EBURU TV
59	CTN
60	TV COSMOPOLITAN
61	BAITE TV
62	KASS TV
63	GETU TV
64	SAFARI TOURISM & TRAVEL TV
65	UBORO TV

Source: Communication Authority of Kenya (CA), 2018?