CORPORATEBRAND IDENTITY ANDCUSTOMER SATISFACTION AT JAVA HOUSE, NAIROBI

WYCLIFFE WALUBENGO

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

2019

DECLARATION

I hereby submit this project to the examiner who was my supervisor and declare that the project is my original work and has not been presented to any other institution for academic credit.

Signed:……………………   Date:………………………….

Wycliffe Walubengo

D61/5233/2017

This project has been presented for examination with my approval as university supervisor.

Signed:……………………   Date:………………………….

Dr. Winnie Njeru

DEDICATION

I wish to honour and dedicate the entire project to my almighty God for taking me this far to complete the project. God has been the source of my power and strength for this project.

Finally, I dedicate this project work to my family and my supervisor Dr Winnie Njeru for her skillful and technical advice and pushing me to work harder and complete the project on time.

ACKNOWLEDGEMENT

TABLE OF CONTENTS

ABBREVIATIONS AND ACRONYMS

BAA   Ballmer's Affinity Audit

CBD   Central Business District.

CEO   Chief executive officer.

CES   Customer Effort Score

CSAT   Customer Satisfaction Score

ECP   Private Equity firm emerging capital partners.

NPS   Net Promoter Score

ABSTRACT

Corporate brand identity is a strategic tool embraced by organizations either in form of colour, logos, fonts or graphical elements which represents the messages and values that are core to a   brand. Corporate brand identity has been used as a marketing tool that evokes customers mind by creating positive emotions and attitudes towards the organization brand. It creates awareness, sense of trust and loyalty. Organizations like Coca-Cola and Java House brand identity have translated their organization into a positive brand image with perception of good quality among its customers. The study looked into corporate brand identity and how it can be used as strategic tools to satisfy its customers, sustain the business and give it a competitive advantage. This area of study has never been explored fully especially in regard to hospitality industry in Kenya. The study was therefore aimed at filling the existing gap by seeking the answer to the question "effect of corporate brand identity on customer satisfaction at Java House Nairobi." The main objective of the case study was to establish the influence of cooperate brand identity on customer satisfaction at Java House Nairobi. The primary data was collected based on interview guide by interviewing specific senior managers at Java House Nairobi. Content analysis was utilized as a tool in analyzing the collected data to achieve a credible conclusion. The finding of the case study indicated that corporate brand identity has a great influence in customer satisfaction if well designed as a strategic tool. The summary of the findings were enlisted, conclusions drawn and recommendations made for further research.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

Branding in business is an idea which creates a unique name, logo, features or images for product or services in consumers mind Aaker (1996) .Branding may be done through advertising campaigns with a consistent theme to establish a significant and differentiated presence in the market that attracts and retains loyal customers. Firms in Hospitality industry like java house requires unique branding process that creates, unique products, services, and hotel images that can position their brand and give it a competitive advantage. According to PelsMacker et al. (2007), giving a product a unique name does not guarantee its success. Successful brands must meet a number of attractive terms some of which includes; Management / employee support, Good quality, Long-term Integrated Communication, Added value, differentiation and Innovation. Successful brands must carry unique and special features of values that distinguishes it from those of competitors and creates positive perception with consumers.

In the current business environment many corporate firms have been facing very stiff competition within common markets. Increased competition has caused many corporate firms to research and bring forward good ideas with strategic plan that gives an organization sustainability and competitive advantage. Kim et al., (2011) stated that for any organization to achieve increased market share, sales volume, customer loyalty and satisfaction, it is important for a firm to strategize by undertaking corporate brand identity management concept. The concept of corporate brand identity and its influence on customer satisfaction was discussed with the support of two theories.

The study was anchored on the Keller's brand equity theory (1993) and consumer theory of cognitive dissonance. Keller equity theory advocates for corporate brand identity that brings good relationships, images, judgments with emotional attachments that can satisfy its customers and cause repeat purchases Kapferer (2004). The focus of this theory has been on customer brand relationship that brings out positive connections which can trigger customer satisfaction.

The theory of cognitive dissonance views the influence of corporate brand identity to customer satisfaction as a learning experience. It states that customers learn from experience and the result of experience may influence their actions on future occasions Kotler (2010). Customers' causes repeat purchase of a brand if the experience on the previous purchase was positive. The cognitive theory explains not only post –decision phenomenon but the pre-decision anxiety also. Consumers go on comparing the merits of the products purchased, with other substitutes or start analyzing the drawbacks of the product purchased. This behavior causes the customer to develop negative or positive perception and attitudes towards certain brand identity.

The business of hospitality industry has grown tremendously since Kenya attained its independence. The industry has contributed positively to social economic affairs of Kenya. Java house as an example has employed hundreds of Kenyans in their hotels. They have trained skilled workforce which provides quality food and services that satisfies Kenyan customers. Java house and other stake holders in hospitality industry contributes significantly huge amount of money to both national government and county governments inform of taxes.

1.1.1 Corporate Brand Identity

Corporate brand identity is a strategic brand design that includes; graphical elements, colour, fonts and logos which describes and represents the brands core values and it is messages .It should provide solutions to customers at the same time enhancing credibility, motivation and trust to convert prospects. Fuji corporate brand identifies itself as a first-class digital imaging market in the film market industry. Identity provides the seeds of differentiation Aaker (1996).In this respect, corporate brand identity has been defined by different scholars in many ways.

Aaker(1996) defines corporate brand identity as a unique set of brand associations that constitute twelve dimensions and four perspectives of brand as a product, brand as a person, brand as an organization and brand as a symbol that the brand strategist aspires to create or maintain. Kapferer (2004) defines corporate brand identity as a set of the brands physical features evoked in people's minds that creates a brand/consumer relationship

According to Kapferer (2008) any corporate firm that Brands itself successfully with unique features, products, logos, or with any other positive attributes increases in identity strength that can be easily translated into predictable increase in financial and economic gains. There is very little literature review undertaken to measure corporate brand identity. However scholars like Coleman et al (2011) proposed a measurement to the degree of corporate brand identity .The scholars found that brand identity is multidimensional construct which consists of five dimensions measured on a likert scale of 1-7 which indicates degree of disagreements. Employee and client focus, visual identity/brand personality, organization commitment was measured using the items proposed.

Another method of measuring corporate brand identity was put forward by Balmer (1996).It was referred to as Balmers affinity Audit (BAA) which explained the driving power that sustains an organizations corporate identity. Balmer used the principle of grounded theory (Glaser & Strauss, 1967) whose research findings came up with the idea that corporate identity formation is grounded in a basic social psychology process based on affinity.

1.1.2 Customer satisfaction

Kotler (2001) defines customer satisfaction as the magnitude of actual level of performance of a service or product to satisfy customer's expectations. Jamal and Maser (2002) also described customer satisfaction as the positive attitude developed by the customers as after purchase sense towards a service or products. They concluded that the main outcome of the marketing efforts is the customer satisfaction which strengthens relationship between different stages of consumers purchase behavior.

Many researchers in the marketing concept also agree that customer loyalty and satisfaction are very important elements in Business entity (Yukseletal, 2010).Oliver (1997) describes satisfaction as pleasurable fulfillment, with a consumption sense that fulfills some need, desire, goal or value for money. Satisfaction happens where products or services performance fulfils the consumer's expectation. Geyskens et al (1999) emphasized and stated that customer satisfaction was an important aspect for any organization to achieve greater brand loyalty.

Measuring Customer satisfaction can be achieved through customer feedback via surveys. The surveys could be done through customer satisfaction score (CSAT), Net Promoter Score (NPS) and Customer Effort Score (CES). Customer satisfaction rating or score (CSAT) measures on average, how satisfied or unsatisfied customers are with your product, services or customer success program. Usually asked on a scale of 1-3, 1-5 or 1-7, your customer satisfaction score can be calculated by adding up the sum of all scores and dividing up the sum by the number of respondents.

Corporate identities in hospitality industry have devised other similar ways of measuring customer satisfaction and tracking. Java House has complaint and suggestion systems to report likes and dislikes through forms provided to customers. Some hotels provide hotlines, web pages and emails to rate their services. Another way of measuring customer loyalty is through periodical customer loyalty surveys where questionnaires or telephone calls are made to random sample of recent customers. They also get buyers views on their competitor's performances. Lost customer analysis and Ghost shopping are the two other methods used to measure customer loyalty. Lost clients who switched to another supplier or who stopped buying are contacted to monitor loss rate. While it's possible to measure customer satisfaction or loyalty and track by complaint and suggestive system, quite a good percentage of dissatisfied customers may not complain but quietly buy less or switch suppliers to competitor.

1.1.3 Java House

Java house which has its headquarters at ABC region Westland in Nairobi Kenya is a conglomeration of standardized or bounded coffee houses. The first Java house was started in 1999 at Adam's Arcade along Ngong road. In the year 2012, emerging capital

partners injected more funds into the organization and acquired a majority stake in the company with the founders retaining a minority stake. Since then the joint venture acquisition that incorporated ECP has helped Java House grow from 13 shops in Nairobi into East Africa's largest dining brand. Today the java house has added more 60 stores across 10 cities in Kenya, Uganda and Rwanda.

In 2017, another group of partners the Abraaj group bought 100% share holdings in Java House group taking over full ownership. The Abraaj group promised to build on Java House's success across Sub-Saharan Africa and to create a true regional champion in hospitality industry. Africa's rapidly expanding middle class, sustained population growth and increasing urbanization is creating compelling investment opportunities in multiple sectors and Abraaj group believe Java House is ideally positioned to benefit from these trends. Java house is known for its popular brand of branded coffee and a variety of branded food with special drinks like vanilla shake. These products are among the attributes that have contributed to value addition of Java house corporate brand identity that has increased its market share and customer satisfaction.

1.2 Research Problem

Corporate brand identity is a key strategy in most organizations performance which at the same time affects customer loyalty and satisfaction (Kapferer, 2010). Balmer(1994) states that brand identity management influences employees' commitment, organizations sustainability as well as improving brand performance and customer satisfaction (Kottler, 2010). The growth and improvement in technology as well as innovations have created competitions in brand identity art work. Customers have been exposed to a variety of choices and the market is about "the survival for the fittest brand identity".

The strongest and brilliant brand identities are instantly recognizable and convey a message about that business. Corporate firms in hospitality industry like Java house, KFC and Macdonald spend millions of shillings every year to promote and develop their brands as it positively affects customer satisfaction, market share and sales volume. They have sustainably stood out with improved growth in market share due to its superb corporate brand identity of their products.

Devia and Puspaningrum (2018) did a research on the impact of corporate brand experience on customer satisfaction. They found out that there was a positive influence of the brand experience on customer satisfaction. Finch and Sandada (2015) researched on influence of corporate visual identity on corporate performance of petroleum industry. They found out that there is a positive visual identity on corporate performance of petroleum firms. The findings were in agreement with Melewar (2001) who said that corporate visual identity supports sales and increased customer satisfaction.

Another study by Isabel Bun et al. (2015) researched on influence of corporate brand identity on employee commitment and found out that corporate brand identity management encourages the commitment of the employees to the organization. The study also revealed that the strength of the casual relationship between employees and corporate organizations brought by corporate brand identity. Locally, Obong'o (2003) carried out a study at the University of Nairobi on corporate identity on product perceptions and found out that the customer perception in the brand identity established a relationship between the brand and the customer on other words, the customer assesses the company staff based on their behaviour, style language, company culture speed of response, modes of communication attitudes, and skills, (King, 1990).

Based on the above studies, it is clear evidence that some studies have been done in areas of corporate branding and its influence on customers. However, the same has not been done on corporate brand identity and its influence on customer satisfaction in areas of hospitality industry. The research sought to bridge the gap and provide answers to the following study: the influence of corporate brand identity on customer satisfaction at Java house Nairobi.

1.3 Objective of the Case Study

The objective of this case study is to establish the influence of Corporate brand Identity on customer satisfaction at Java House of Nairobi.

1.4 Value of the Study

The findings of the study may enhance brand relationship theory literature and also enrich corporate brand identity literature by looking at the influence of corporate brand identity on customer satisfaction. The case study may also provide data for Empirical testing and generalizability which could lead to formation of new theories and add new knowledge.

On matters of policy value, the study could generate useful information for the government and other stake holders to make policies that are beneficial to all players in the hospitality industry. Reviews on existing policies can also be done by the government to promote growth in the hospitality industry. The reviews could affect tax reliefs, incentives that can generate more revenue to hospitality industry and create more employment to Kenyans.

Being the market intelligence survey, the finding could help Java House Employees, managers and other stake holders to focus on areas of improvement and how java house can use corporate brand identity to grow and sustain its growth. The research findings may also help the managers to focus on areas of training for their employees, product development/services and Competitors area of strength and weaknesses.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter described the relevant literature to the case study. It covered mainly the areas of research gap, conceptual frame work, theoretical review covering cognitive theory and Keller's brand equity theory. The chapter also worked at empirical review as presented by other scholars.

2.2 Theoretical Foundation

This section of literature review introduces two theories of Keller's brand equity theory and cognitive dissonance theories which explain how corporate firms can utilize Corporate Brand Identity Concept to maximize customer satisfaction.

2.2.1 Keller's Brand Equity Theory

Keller brand Equity theory (1993) advocated for building brand strength that shaped and evoked positive feelings, emotions and attitudes about the product. It stated that organizations must create experiences which are attractive and easily felt within its brand that influences consumer feelings, positive thoughts, opinions and perceptions about it. Customers become more loyal by buying and even recommending their friends when they realise that certain specific goods have strong brand equity (Keller, 2013).

The brand equity theory has four levels in pyramid that describes the essential elements that promotes a good corporate brand identity. It describes who you are as a brand, what you are as a brand, what about you as a brand, and what about you and me as a brand. Keller model is based on two dimensions of brand awareness and brand image. Keller (2013) suggested that brand awareness must be done through advertisement.

The brand must stand out and be recognized among it is market segments. To answer the question on what you are as a corporate brand, Keller (2013) recommended that the meaning of the brand must be communicated clearly stating what it stands for, it is performance and imagery value. On matters of corporate brand identity response, Aaker (2010), states that customers responses falls into two responses of judgments and feelings. He further stated that customer make choice of brand based on credibility, quality considerate and superiority as they compare with your competitors brands. They also respond to a brand depending to how it makes them feel.

Keller also came up with the idea of how a corporate brand identity can create and enhance a positive relationship that could connect its corporate brand identity with its customers. He stated that an organization achieves brand reassurance when its customers feel a deep, psychological bond with brand. Keller (2013), crafted resonance into four categories of attitudinal attachment which means your customers love your brand or your product and see it as special purchase, behavioral loyalty which indicates regular repeat purchases, sense of community which describe how customer feels a sense of community with people associated with the brand, including other customers and company representatives. Finally the model described active engagements resonance as customers who are actively engaged with the corporate brand identity even when they are not purchasing it or consuming it. This could through online chats, marketing rallies and social media.

2.2.2 Cognitive Dissonance Theory

The theory of cognitive dissonance was introduced by Scholar Aaron Beck (1921). It is a psychological theory that involves learning concept. The theory states that learning experience always influences the actions or future occasions. It also states that stimulation of want is triggered by individual attitudes, believes, perceptions and customers knowledge on certain brands of products. Kotler (2010) states that learning is produced through the inter play of drives, stimuli, cues, responses and reinforcement.

This cognitive theory advocates for corporate brand developers to build up demand for a product, using motivating cues and positive reinforcement as a strong drive. The theory also states that ever after a well thought out purchase, the consumers undergo some sort of discomfort, far or dissonance. This post-decision anxiety is caused by "Noise" (Cognitive dissonance) arising from doubts on the decision taken, Kotler (2010).

This theory is relevant to this study and it's in line with the findings of other scholars. Fasting (1957) whose research findings started that human minds are involved in cognitive behavioural changes that influences their attitudes, perceptions and it's also affected by learning experience. These psychological attributes must be put in considerations when designing corporate brand identity that can bring customer satisfaction.

The consumers go on comparing the merits of the brand purchased, with other substitutes or start analyzing the drawbacks of the brand. Such customers require some reassurances from the seller and strong corporate brand identity stressing that there is no mistake in the decision taken and that their corporate brand identity is consistent in quality, performance and value. However, critiques of this cognitive theory state that it is very difficult to quantify and measure cognitive dissonance and that there is very little literature on how to measure dissonance.

2.3 Empirical Studies and Knowledge Gaps

A case study was done by Kazemi(2013) on impact of brand identity on customer loyalty and word of mouth communications, considering mediating role of customer satisfaction and brand commitment which was also published on international journal of academic research in economics and management science July 2013 ,found out that brand identity influences customer satisfaction significantly.

Another study done by Shirazi et al (2013) in their research titled "investigating the effects of brand identity on customer loyalty from social identity perspective" and published in Iranian journal of management studies found out that there was positive effect of brand identification on customer satisfaction. The same research found out that although most corporate firms focus on customer relationship management, the element of developing brand identity is a crucial element for successful brand relationship and perceived value which in turn leads to customer satisfaction, trust and loyalty. The findings were found to be in consistency with a research done by (Aaker, 1996; Joachimsthaler & Aaker, 1999; Kapferer, 2008) which concluded that Brand Identity is a substantial tool for effective product distinction and brand management.

Shahin et al. (2011) carried out research on the effects of brand experiences, trust and satisfaction of brand loyalty. They found out that the brand experience, satisfaction and trust influences brand loyalty positively. Venkatala (2015) performed a study on perception of brand identity among customers of Thai airways. The findings were that the visual brand identity has high impact on the customer satisfaction. It also found out that any change in the identity of consumers favourite brand reflect the consumers attitude towards the brand.

Another research done by Gerbing and Anderson (1988), Gomez et al. (2006) found that when customer satisfaction increases, the customers' loyalty to the brand also increases. However, contrary to these research findings, Hussein and Nejad (2009), came up with another research findings which showed that customer satisfaction does not necessarily lead to loyalty.

Another research by (Ferreira, 1996; Kim et al, 2001) found that certain personalities that subscribe to common groups may Cherish and value various types of brands with respect to their membership group or a group which they desire to join. This could explain why some corporate firms empower their research team create segmentation to research and segment markets with similar characteristics and understand how to curve out a strategy or a brand that suits the market environment. Corporate firms like java home have a special brand of coffee and other beverages together with other food in their menu that they believe it stands out as a corporate brand identity to their business.

Customers are always ready to be identified with a brand which has more value and special properties (Bhaffa, Charya & Sen, 2003; Duhon et al, 1994).As a result of this study, Consumers-Corporate identification is mostly developed from corporate identity. The brand image which develops in consumers mind is very significant and if it is destroyed, the ultimate brand identity was destroyed. Corporate firms should avoid fictitious and exaggerated advertisement slogans and instead in it is place create a positive and genuine image in customers mind. Further studies by (Oliver, 1980; Oliver, 1993) came up with the Expectation-disconfirmation or influence of corporate brand identification or customer satisfaction theory.

According to their findings, consumers are more likely to be satisfied when the actual brand performance meets the prior-purchase/consumption expectations (Yi & La, 2004). Brand Identity produces an acceptable concept for consumers to react to brand performance experiences against a predetermined expectation. When predetermined brand performances from a particular brand are experienced, the consumers who are more identified by the brand develop feelings of satisfaction. When this happens the consumers improve on their psychological dependence to the brand that in turn enhances their self-esteem (He& Li, 2011).The promotion of corporate brand identity is done through advertising.

Saleemi (2010) defines advertising as a means of spreading information to increase their sales and awareness. Today Java hotels have very good brochures' and menu advertising of food and drinks advertising educates the public by informing them of what is available for purchase. It helps the customer to quickly get what he wants to buy and enables him to buy it easily by making a preferred choice.

This explains perhaps why quality of service, quality of food, their taste and pricing are major determinants in hotel industry business today. Mitchell (2009) states that persuasive customer service and selling premises that focus on how the product benefits the consumers. Statements that give a reason why, or explain a unique selling proposition are persuasive particularly as they provide proof or support. This has great influence on the choices of a brand.

According to Kottler (2012) the prices of commodities should match the value and satisfaction that accomplishes the needs of a customer .Hotel industry needs to understand how consumers choose and evaluate their offerings, (Zeithami, 2003). Consumer cannot choose and evaluate physical goods in the same way they evaluate services. Services have distinctive characteristics and are high in experience quality. Physical goods are evaluated based on the physical attributes performance, colour, shape, and size, knowledge of product and its benefits. Physical goods must be seen as opposed to the services that are intangible, variable, inseparable and perishable (Kotler et al 2012).When customers visit java hotels they believe in getting the best service and quality food that reflect the value of their money.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

This chapter described the overall research design, data collection, and data analysis and target population. The Research design was based on interview guide, while Data collections was unit of analysis and data analysis as content analysis.

3.2 Research Design

The research design was a case study at the Java house Nairobi. A case study targets in-depth information as opposed to wider information (Mugenda & Mugenda, 2003).Cooper and Schlinder (2006) describes case study as the best research method which groups together individual and group interviews that makes it easier for both records and observation analysis where conclusion and generalization was drawn. Case study was suitable as it allowed for detailed interview that included probing questions.

The case study followed an interview guide as research design to establish the influence of corporate Brand identity on customer satisfaction. Qualitative analysis was used to analyze the variables of the study in order to gather credible information that guided the process to come out with good findings. Qualitative research design was chosen because it enabled the researcher to prepare both structured and unstructured questions that are in line with the two variables of the research question. A case study was economical in data collection and time management.

3.3 Data Collection

The data collected was qualitative in nature. It involved both primary and secondary data from Nairobi Java house staff. Primary data was collected through interviews from staff that included heads of departments and branch managers of Java house. The interview targeted 2 senior managers, 2 heads of department and 1 brand manager per shift. The study ensured that the unit of analysis was homogenous in nature. Categories of unit of analysis under the study were sampled from Java houses Head Office at ABC Centre, Westlands. Secondary data was achieved through Java house records and other sources of information like journals and books of hospitality industry.

3.4 Data Analysis

This is the process which follows after data collection and ends at interpretation stage (Kothari, 2004). The data was analyzed using content analysis method. Mugenda and Mugenda (2003) describes content analysis as the systematic qualitative description of the composition of the objects or materials of the study. It involves observation and detailed description of objects, items or things that comprised the sample. Content analysis was chosen as the data collected was qualitative in nature and the researcher was also able to economize in terms of time and money. Errors which arose during the study were easier to detect and corrected.

The collected data was edited, coded, classified and tabulated with regard to type and source. This involved extensive analysis of data collected from the respondents which objectively and systematically chose specific and common data that related to the frequent trends. Corporate brand identity, brand image, perception, attitudes and customer satisfaction were used to explain the relationships.

18

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The essence of this chapter was to arrange, analyze and discuss the results of the findings as planned in chapter three. It aimed at explaining and answering the objective of the case study. Corporate brand identity and customer satisfaction at Java house Nairobi. The study was carried out based on the case study research design that intended to explore and get the deeper understanding of the case study through the interview method. The chapter also keenly looked at data analysis and its results and studied the challenges experienced by Java house as a corporate brand identity to satisfy their customers.

4.2 General Information

The case study targeted to interview 5(five) senior managers but managed to interview only 3 (three) managers out of scheduled five. The interviewed managers were brand manager, branch manager and sales and marketing manager. The human resource department advised the researcher to write an email to book another day for interview with their human resource managers but they didn't respond to the research mail on time.

The response of 3/5 which is 60% rate was achieved and according to Mugenda and Mugenda (2003), any response rates of 50% are fair enough to analyze and report the findings. They also reported that 60% response rate is very good and more than 70% is excellent. The response rate achieved of 60% in this case was very good for analysis and reporting on the case study.

The case study aimed at establishing the title of the interviewees and the experience in their respective positions. In their response, the interviewees had enough experience of more than 10 (ten) years, an indication that they were well knowledgeable with Java house branches. The respondents were also asked how Nairobi Java house had managed to position itself in the face of competition, the secrete behind Java house quality of standards for so many years, whether they provide training for their employees internally and externally and whether Java house was satisfied with their pricing strategy on customer satisfaction.

Many other questions were asked and responded to as explained in the preceding sections. In response to the above questions, the interviewee stated that Java house has gained strong competitive advantage mainly through unique corporate brand identity in product development and innovations, standard culture and services that has created and positioned Java brand in the minds of customers.

It was also noted that with time, Java house operating external environment has changed. There has been growth in technology and innovations which has increased costs and competitors. To date Java has reported to have installed within most of their branches, automated payment and ordering system and ICT department with graphics to manage innovations and branding.

4.3 Java house corporate brand identity as an operational strategy
Java house brand identity is developed from the source of the company. It is different from the brand image which is developed from the customers and as a perception. Corporate brand identity is always tied together with brand massage, it symbolizes the

terms reality and total promise that a company makes to its customers Aaker (1996). It is strategic and substance oriented in nature. Java House has succeeded through corporate brand identities by aiming at positioning and creating brand perception and value in the minds of its customers.

4.3.1 Brand identity as a product

According to Java house brand manager, corporate brand identity should be seen and reflected in its product scope, product attributes, quality value, uses and positive emotions from the users. Since its inception in 1999 Java house has rebranded itself as a product with changing times to increase its competitive edge, sense of trust and customer loyalty. Java house corporate brand identity is a mix of knowledge, beliefs and emotional projections among its customers (Aaker, 1996). Java house marketing manager stated that the company's brand identity.

As a product is a substance oriented whose identity symbolizes firm's reality, it's ending desires and total promises to its customers. The interviewees also stated that Java house brand identity strength lies in its food products. Lunch and dinner includes food like veggie cheese burger among others that is served with choice of steamed vegetables, garden salad, fruit salad or chips.

Breakfast has drinks like famous coffee, spiced tea, samosa and espresso vanilla milk shake among others. These produce identity gives Java house a unique differentiated food products with a unique culture that creates positive emotions among its customers and hence a big competitive advantage. The coffee concoction with its splendid flavouring chocolate colour and smell is more appealing to its customers.

4.3.2 Brand identity as an organization

Java House corporate brand identity has a strategy as an organization. The interviewee stated that identity is uniform across all its branches which is recognizable among its target audience. They further stated that Java House strong corporate brand name and logo has helped it to keep the company in the minds of its potential customers. They as reported helped Java House to grow and expanded its market range to neighboring countries like Uganda and Rwanda. Successful brand identity has translated into a positive brand image that has built customer satisfaction across the business.

It was also noted throughout the interview that Java House has a uniform standard in the business that is guarded and never compromised. They offer both internal and external extensive training to its employees in various skills that helps it to maintain its standards. Through their training a lot of efforts are emphasized on attitudes and general moral obligation that helps to deal with different characters of customers.

To maintain their high standard and competitive edge, Java House has been innovative with changing times. Growth in technology made Java House to invest and installed wifi, food machines and other auto mated systems that have increased efficiency and customers' satisfaction. Among other departments, Java house makes frozen yoghurt which is tasty, healthy and has created good attitudes with smiles among its customers. ICT department manages organizations data bases and its application of more than 60 branches in east Africa with staff of more than 1800 has increased efficiency also productivity. The interviewees also provided statistical data that showed Java House working house as 6.30-21.00 Monday, Thursday and Sundays. They estimated Java's daily serving capacity as 12500-16000 meals daily across their respectful restaurants.

4.3.3 Java House Brand Identity as a Person

Java House brand has traits of personality that describes who they are and what they are. It is a salience broad brand that has created awareness through logos, symbols, colours or their food products. Their food aroma, flavouring drinks especially their chocolate coloured coffee positions Java House as a unique entity with special services. According to brand manager, Java's brand awareness, innovative skills, with great image, performance, judgement and feelings has elicited positive response and resonance that lead to customer satisfaction.

These personality traits are in line with Keller (2003) that advocate for intense, active loyalty that creates a partnered, relationship between a brand identity and its customers. The brand identity should carry the traits of sincerity, excitement, competence, ruggedness and sophistication. It should reflect the chapters of honest, spirited, outdoorsy charming and upper class. Those the true reflections of Java house according to brand manager.

4.3.4 Java House Brand identity as a Symbol

Organization use logos as symbol for their brand identity. Java House keeps the organization to market their products in a hospitality industry as a unique differentiated brand identity. Java House symbols are used to communicate the message of brand equity, quality and culture. The logos, colours, graphics are, what they do and what they want their customers to feel and perceive. The Java's logo is the visual figure head of their brand. The interviewees stated that Java's strong brand name and logo have helped the organization to keep the image in the minds of the potential customers.

Java house symbol signifies their sense of culture, standards and reminds their customers of the good aroma, flavorings, tasty food and drinks like chocolate, vanilla shake and burgers. The symbol also identifies and differentiates java house from their competitors and positions the organizations products at a competitive advantage that allows it to enjoy premium pricing among it is customers .

4.5 Challenges faced by java house as a corporate brand identity

According to interviewees, training of java home staff is very expensive with a lot of wastages especially with the training that involves use of kitchen materials. Trainees take time to prepare the   right food stuff and drinks economically allowing training materials to be thrown into waste. Secondly at every end of the year, employees demand for higher salaries regard lines of economic hardship experienced by java house. This strains the organizations financial budgets.

Competition among other restaurants exists and upcoming hotels units, foodstuff hawkers have always brought competition challenges. Hawkers of food who prepare at the roadside don't pay taxes or Licenses as such they sale their food staff very cheap. Java house target mostly middle class customers, however during hard economic times even the said middle class were always attracted to the road side hotels with intention to save. Sometimes existing hotels and upcoming hotels compromise on quality and   pricing yet java house with its brand identity cannot compromise on it is quality and pricing.

Another Java house challenge is the higher cost of raw materials like milk, butter, coffee, vegetables, meat and unga among others which are essential elements of food products and drinks. These expenses affect the profitability of java hotel. Due to climatical

changes, sometime during draught, the supply of some of agriculture produce are scarce and expensive which poses challenge in supply. National government and county government taxes are costly and affect the income of java house.

The interviews who stated that java as brand identify is required to maintain its standards across all its branches. This requires more recruitment of staff and training especially when they are expanding to other countries like Uganda and Rwanda. Maintaining same standard has also met challenges in that different countries and regions like Kenya, Uganda and Rwanda. The passion of Kenyans java house food and drinks is not the same as it is in Uganda and Rwanda. Finally the brand manager stated that attracting the right employees and getting people to buy into the visions of java house has posed as a challenge with some employees. Occasionally, java experiences employees who have bad attitudes and morals despite the fact of having undergone expensive training. Others look for better positions and job opportunities after java 'have spent some resources in there training.

4.6 Effective Measures to overcome Java House Challenges.

To overcome the challenges of competitors from the players in hotel industry, java house has increased in expansion program both in Kenya and other neighboring countries. In recent times they have opened more branches in Nairobi, Naivasha and other towns. Internationally they have recently opened the branches at Uganda and Rwanda. The opening of more branches has increased java s market share and better performance due to economics of scale. To increase its profitability and sales volume as a brand, java house has diversified it is business to pizza and frozen yogurt through it is five planet yogurt and the 360 degree pizza outlet.

The interviewers stated that java house as a brand identity has it is strength in innovations. Innovations have assisted java to maintain its standards across the entire java house outlet. Same formulations and training are offered to all employees of java house to maintain the same standard food flavoring, aroma, coloring, and taste across the menu in all the outlets.

New product development with guarded formulation is done periodically to affect consumers' demands. To cater for high prices and shortage in supply of some raw materials, java has negotiated and contracted various suppliers who ensure continuous supplies. Various a wards and recognitions are given to our study employees as encouragement to continue working hard and inspire others as well as avoid increased higher labour turnover. It also cuts down the training costs by retaining most of its training staff.To improve on customer loyalty satisfaction, Java House management spend a lot of resources is sponsoring various programmes as a corporate social responsibility, it is a good way of appreciating java's customers and giving back to the society that buys Java's food java house sponsors.

4.7 Discussion of Research Finding

The case study focused on the corporate brand identity and its influence on customer satisfaction a case of Java House Nairobi, the findings were in agreement with existing literature by Taylor, Celuch and Godwin (2004) whose findings in their research work noted that there was consumer brand relationship with product or company brand. They also noted that customer experiences with the brand can elicit either positive or negative emotions.

These finding were in line with Fournier (1998) who came up with six brand relationship quality dimension that determine the strength of customer brand relationship. The dimension include, love and passion, self- connection, intimacy, brand partner quality, interdependency and commitment. Love and passion describes the in depth emotion between the brand and the consumer self-connection is the manage is displayed by a brand identity to the consumer.it is the brand themes or concerns that connects the customer with the brand. Interdependence is the regular interaction between the brand and the customer while literacy fact describes how close the consumers feel with the brand. The result also indicated that java house is a strong corporate brand gives its level of expansion in new market, exist market and growth in market share.

The brand has elicited a great experiences and emotions among its customers. The feeling, beliefs, opinion and perception about the Java brand is great off shows that when an organization like java house have a strong brand equity its customers buys more from their and recommend other people too. The findings were in agreement with customer based brand equity theory sponsored by Kevin Lare Keller (2013).

CHAPTER FIVE: SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This particular chapter sums up the findings of the case study. It describes the entire chapter by giving the summary of the results, its interpretation and possible conclusions from the case study results. The research provided recommendations based on an existing gap noticed in the case study as well as recommendation for further research study to be undertaken to add more knowledge and enable generalizability. The chapter also states the limitations experienced by the researcher during the case study.

5.2 Summary of Findings

The research sought to understand how Nairobi Java House had managed to position itself in the face of stiff competition of hotel industries. In response, the, interviewee stated that Java House had been maintaining their innovative culture in all aspects that includes food products, services and employee training which in totality elicits positive emotions, attitudes and experiences that causes customer loyalty and satisfaction. They also reported that java house long time quality of standard food have been the fruits of highly trained skilled staff who manage all the java branches.

The standardized quality food has enabled Java House management to give premium pricing on food and drinks that had never been an issue to targeted middle class customers. The researcher also wanted to know how Java house brand identity as an operational strategy has gained any benefits. The interviewee stated that Java's branded coffee, vanilla milk shake, food burgers, chocolate drinks among others were unique products with special taste that have differentiated and positioned themselves in the

crowded market of hotel industry. Java house is a strong brand identity which had created image of an established business that has been experienced and more reliable. The responded also indicated that Java corporate brand identity had distinctively positioned themselves by adding value to the company's products and increased their preference and loyalty.

5.3 Conclusion

Looking at the result of the case study, it was concluded that java house had expanded tremendously and sustained its market share with competitive advantage. To date, Java has branches at Rwanda, Uganda and Kenya. The case study also proved that Java house has well trained and skilled staff who had contributed strongly to their strong corporate brand identity. During the interview, some managers were very sketch with the information especially areas concerning food and drinks preparations. This is an indication that Java house guards and protects its property from its competitors.

The study further revealed that Java House food and drinks prices which targets Kenya's growing middle class was justified and customers enjoy the value of their money. The results of the study again showed that Java House has a full supported department of branding which is headed by a very experienced manager whose one of his duties is to visit and audit all the Java house branches. To ensure that they all follow and adhere to common standards.

Java house has also invested a lot of resources in research. They have online survey questions based on a likert scale. The questions were sent to the customers to give feedback on matters of customer satisfaction in regard to quality, test of food, services,

pricing and any recommendations from customers. The results also indicated that Java house has been expanding their business through diversification and by looking for new markets. They have new market expansion at Uganda and Rwanda. On diversification, Java House has invested in planet yogurt company which produces and sales frozen yogurt. They have also expansion in 3600 Pizza food. This expansion is in line with Ansoff strategy which advocates for new market development, diversification, product development and expansion on existing market.

On matters of product development, Java House has always revised their menu and introduced new blending of drinks and food products in line with the changing needs of customers. It was also noted that since 1999, Java house expanded by opening new branches in existing markets that targeted new middle class customers. The strategy is to bring Java House services close to the potential and loyal customers. As stated by the interviewee, Java house had more than 60 branches on Kenyan market by June 2019.

5.4 Recommendations

Based on the result achieved through the interview, Java house should enhance the strength of their corporate brand identity by increasing their corporate social responsibility activities. Giving back to the society that supports its business can improve their customer satisfaction.

To improve on corporate brand identity, Java House should invest more money in advertisement to create more awareness especially through television. The organization should also continue with innovations and rebranding based on changing environment that comes with new customer needs.

5.5 Limitations of the study

There were a number of limitations that affected the case study. Collecting primary data from Java House head office was a challenge. The procedure for getting the respondents was long and time consuming. Some questions were also not responded to very well due to guarded information as per the rules of the Java House.

Data collection was only done at Head Office Nairobi. The replication should have been done in various Java house branches in Nairobi to enable better generalizability of findings.

5.6 Suggestions for further research

The study narrowed down on corporate brand identity and customer satisfaction a case study of Java House in Nairobi. Since the study was based on only one main objective and primary data collected from Java's senior staff, it is advised that further research be done based on the customer interview guide.

It is also recommended that another research should be done with a different hotel other than Java house and compare its findings.

REFERENCES

Aaker, D.A. (1996). *Building strong brands, the free press*, New York, NY. ASHE Higher education Report, 31(2), 27-37.

Bailey, R. & Ball, (2006). *An exploration of the meaning of hotel brand equit*y. The service industrial journal, 26(1), 15-38

Balmer, J.M.T. (1995a).Corporate Identity: the power and the paradox. *Design Management Journal, White,* 39-44

Balmer, J.M.T. (1995b*).*Corporate Branding and Connoisseurship. *Journal of General Management, 21* No. 1, autumn, 22-46.

Bernstein, D. (1986), *Company Image and Reality. A critique of corporate communications,* Holt, Rinehart and Winston, Eastbourne, UK.

Carroll, A. B. (1991). *Corporate social performance measurement*: A comment on methods for evaluating an elusive construct. In Post, L.E. (ed.,) *Research in corporate social performance and policy, 12;* 385-401.

Cooper & Schindler (2006). Business research method, 12th ed. McGraw Hill Publishers.

Dorhing, G. R. (1986)," *Managing your corporate image,*" Industrial Marketing management, *15*; 109-15

Engel, J. B & Miniard, P. W. (2001).*Consumer behavior*, forth: West publishers.

Fournier, S. & Glick, D.G. (2004). Rediscovering satisfaction. *Journal of Marketing, 63*(4): 5-23.

Geyskens, I., Steenkamp, J. B. E., & Kumar, N. (1999). A meta-analysis of satisfaction in marketing channel relationships. *Journal of marketing Research*, *36*(2), 223-238.

Jeffrey (2010*). Theories of consumption and saving*.

Kapferer, J.N (2011). The roots of brand loyalty decline: an international comparison. *Ivey Business Journal, 69*(4), 1-6

Keller, K.L. (2003). Conceptualizing measuring and managing customer based brand Equity. *Journal of Marketing, 57*(1), 1-22.

Kim, W. & Kim, H. (2008). Multidimensional customer best brand equity and its mid-priced hotel. *Journal of Hospitality and tourism research, 32*(2): 235-254.

Kothari, C. R. (2004). *Research methodology: Methods and techniques*. New Age International.

Kotler .P. (2012).*Marketing management 10th Edition* New Delhi: Azoth .K.Ghosh, Prentice-Hall of India Private Limited.

Mitchell. Moriarty, S. &Wells, W. (2009) *Advertising Principles and Service*.

Mugenda & Mugenda (2003) Research methods; *quantitative and qualitative approaches,* Nairobi .Acts press.

Oliver, R. L. (2007). *Satisfaction: Behavioural perspective on the consumer*. McGraw Hill, New York.

Taylor, S. Celuch, K. & Godwin, S. (2004). The importance of brand equity to customer loyalty. *Journal of product and brand management, 13* (4) PP.217-227. Published emerald Group, Publishing limited.

APPENDICES

APPENDIX I: INTRODUCTORY LETTER

UNIVERSITY OF NAIROBI
SCHOOL OF BUSINESS

Telephone: 020-8095398
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsities

Tel: 020 8095398
Nairobi, Kenya

DATE: ....

TO WHOM IT MAY CONCERN

The bearer of this letter MR WYCLIFFE N WALUBENGO of Registration Number D61 5233 2017 is a Master of Business Administration (MBA) student of the University of Nairobi.

He/she is required to submit as part of his/her coursework assessment a research project report
We would, therefore, appreciate if you assist him/her by allowing him/her to collect data within your organization for the research.

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

Thank you.
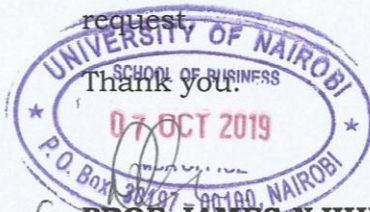
PROF.JAMES NJIHIA
DEAN, SCHOOL OF BUSINESS

APPENDIX II: INTERVIEW GUIDE

1. Title of the interviewee…………………………………………..

2. How has Nairobi Java House positioned itself in the face of competition?

3. What is the secret behind Java's quality of standards for all these years?

4. Do you provide training for your employees both internally and externally?

5. Are you satisfied with Java's pricing strategy on its customer satisfaction?

6. Taking Java's corporate brand identity as an operational strategy, what are some of the benefits that Java has gained so far?

7. What are Java's key performance indicators on customer satisfaction?

8. How have you been measuring Java House customer satisfaction?

9. What are Java's brand identity strategies for customer satisfaction?

10. Does Java participate in corporate social responsibility?

11. How does Java House establish and sustain long-term relationship with their customers?

12. What tools of technology does Java house use to communicate their products and brand awareness?

13. What marketing practices have been adopted by Java House towards its growth and performance?

14. Does Java house have customer incentives in their business?

15. What is the strength of your corporate brand identity on your customers?

16. Do you have a well-equipped branding department?

17. What role has your branding department played on the success of your business?

18. What are Java's key performance indicators on product brand identity and service brand identity?

19. What challenges does Java face in their business as they try to satisfy their customers and how have the challenges been overcome?

20. Has the company ever diversified into other businesses other than the current?