

**INFLUNCE OF CORPORATE VISUAL IDENTITY REBRANDING  
ON CUSTOMER PERCEPTIONS: A CASE STUDY OF THE  
NATIONAL BANK OF KENYA LIMITED**

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## DECLARATION

I declare that this is my original work and has not been presented for a degree in any other university or institution.

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This Research Project has been submitted for examination with my approval as Student's University Supervisor

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## **DEDICATION**

I dedicate this piece of academic excellence to my husband Abisalom Okongo Otadoh and my two beautiful children, Gerald Otieno Otadoh and Jane Mellah Akinyi Otadoh whose encouragement and tireless support has brought me this far.

## **ACKNOWLEDGEMENT**

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## **ABSTRACT**

The main objective of the study was to evaluate the perception of customers towards the corporate visual identity rebranding done by the National Bank of Kenya. Specifically, the study investigated the impacts of change of corporate colour, slogan and logo on customer perception. The study was anchored on two theories, that is, Lewin's model theory and contingency theory. The study applied descriptive design where a systematic random sampling method was used in selecting its target population. The mixed-method approach was used with both qualitative and quantitative methods applied. Quantitative data were analysed using the descriptive method where percentages were analysed with the use of Statistical Package for the Social Sciences as a tool, and on the other hand, qualitative data were analysed using thematic analysis and triangulation. For easy interpretations and understanding, figures and tables were used in the presentation of the results. The target population included all the 6,500 registered customers of the National Bank of Kenya Harambee Avenue and the other registered customers from other branches visiting the branch. The sample size constituted 200 customers and 20 staff from the bank branch. Through data analysis, the study revealed that, the majority of the customers were aware of the changes done by The National Bank of Kenya specifically corporate colours, slogan and logo. The study revealed that 73.9% of the respondents were positively affected by the new slogan and preferred it over the previous one. Similarly, 65.2% of the respondents were positively affected and preferred the new colours over the previous ones and finally, 52.7% were positively affected and preferred the new logo over the previous one. The rebranding at The National Bank of Kenya can be registered as a success since it had a positive influence on the majority of the customers and several benefits were achieved by the rebranding. The study recommends that, amidst the process of rebranding every organisation should understand that rebranding should not just focus on corporate colours and a logo. A brand is the totality of the experiences, relationships, messages and interactions between the company and the customers. Rebranding hence should ensure that the new brand identity is aligned to the needs and aspirations of customers, the customers should hence be involved in defining the new brand.

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# **CHAPTER ONE**

## **INTRODUCTION**

### **1.0 Overview**

This chapter comprises the general introduction of the entire study. Issues discussed here include the background of the study, problem statement, objectives of the study, the research questions, the justification of the study, scope, and limitation and finally the definition of terms used.

### **1.1 Background of the Study**

Branding importance in the current business dynamic has been necessitated due to rapid globalisation, and differences in consumer preferences. Businesses have made a shift towards customer-oriented models, with brands occupying an important link between producers and consumers. (Ellwood, 2000). Branding constitutes an important part of conveying an image of the organisation, both internally and externally (Simões & Dibb, 2001). Identity refers to the perception that an organisation has before its stakeholders, with corporate communication occupying an important role through official and non-official channels (Gray & Balmer, 1998). From a management point of view, corporate identity in the form of visual structures and organisations structure determines how a brand is communicated to the public (Melewar & Saunders, 1998).

According to Durgee (1988), a brand's identity is formed and entrenched in the consumer in consumer's mind through repeated exposure to all brand elements: including logo, packaging, sound, taste, symbol, etc. According to Van Riel and Balmer (1997), corporate identity consists of the strands of corporate communication, visual design and organisational behavior. Hence corporate identity is a collection of components that entail aspects of graphic design, phase design, product design and environmental design (Borja de Mozota, 2003). In which, information (graphic) design is the focus of this paper.

Information (graphic) design relates to all visual elements that can be used to identify a product or company through logo, colour, slogan and name (Melewar & Saunder, 1998). Researchers suggest that colour constitutes an important part in developing this identity and communicating such an identity (Borja de Mozota, 2003). Major companies have been able to create a brand identity through colour, visual identity and logo associated with their brands

Gray and Balmer (1998) stated that corporate identity is defined through the characteristics of a company and how its brand relates to certain characteristics to relate to customers: whether it is dynamic, young, and innovative or honest and reliable. These characteristics of a company are related to human characteristics represented in a brand in a concept called brand personality. (Aaker 1997). Brand personality is confirmed to have both representative and self-impressive nature for customers (Aaker 1997). The creation of bond creation between consumer and brand generates positive brand equity (Valette-Florence, Guizani, & Merunka, 2009). Corporate visual identity and brand personality are important elements in the creation of brand equity as strong corporate visual strengthens in raising brand equity (Gabay, 2009).

### **1.1.1 Concept of Rebranding**

As well as being capable to form solid, good and strong brands, businesses have to be aware of how they should manage and maintain their brand portfolio. Brand management decisions involve determining when branding needs to be reviewed or strengthened in light with company image perception changes. According to Muzellec (2003) rebranding is the practice of constructing a new identity unique to a company and that gives the company a competitive advantage. Thus rebranding involves changing the brand image in minds of different stakeholders in a process that expresses the values of its products to consumers.

Also considered by Schroeder et al. (2006), the scopes of rebranding include the rebranding procedure: evolutionary and revolutionary rebranding. Evolutionary rebranding is a branding procedure that evolves from a small and steady way and hence

seen as part of a normal change in the company process. Examples of this type of rebranding are brands for most categorise companies such as Pepsi-Cola. Another more straightforward grouping of rebranding relates to branding at the organisation level rather than at the product level (Donnelly and Linton, 2009).

### **1.1.2 Corporate Visual Identity**

The initial articles related to the concept of corporate identity were published in the 1950s (Otubanjo, 2011). Due to the multi-dimensionality of the concept, there is neither a universally accepted definition of the concept nor the specific elements constituting the corporate identity construct (Melewar, 2003). Corporate identity describes the distinctive feature of an organisation that remains relatively stable or continues over time (Albert & Whetten, 1985). For Miles and Cameron (1982), identity refers to strategic orientation, values, and beliefs that characterise a company's strategic decision-making process. Corporate identity encompasses a company's business concept, strategies, leadership style, and personnel.

According to the international corporate identity group (ICIG), the difference between corporate identity and traditional brand marketing lies in the number of stakeholders it's concerned with and how the organisations communicate. Effective Corporate identity Management by any organisation increases the loyalty of its stakeholders through attraction and retention of customers and employees, the achievement of strategic alliances, the ability to secure financial support and the conception of organisation direction and purpose. It is, therefore, worth to conclude that corporate identity management is a strategic issue. According to Rowden (2000), an unsuitable identity can only affect the strategic direction of a company in the wrong way and these inevitable produces undesirable results. The importance of corporate identity is thus important in a firm expansion process.

### **1.1.3 Customer Perception**

Customer perception as noted by Shanmugam, Wang, Bugshan and Hajli, (2015) is the process through which the customer chooses, categorises, and infers information inputs to generate an eloquent picture of the product or the brand. Customer perception is diverse and involves the interpretation of information for decision making. These stages involve information exposure, attention to information and its interpretation (Wiedmann, Behrens, Klarmann & Hennigs, 2014). An organisations needs to tailor its brand communication to positively impact customer perception. Knowledge of customer perception regarding how they see the organisations helps the in development of marketing strategy that delivers results (Gazzoli, Hancer & Kim, 2013). In seeking to improve its strategic positioning towards customers, an organisation should seek to appeal to their value propositions. By seeking to create more value, organisations branding plays an important role in this process.

### **1.1.4 Customer Perceptions and Corporate Visual Identity Rebranding**

Solomon (2006) defines perception as the process in which stimuli are selected, arranged and interpreted based on one's perspectives. The author argues that customer perception offers a business a way to decipher if an organisation is moving in the right direction. The image or perception that a customer has about a business is strengthened and diminished through interactions between the customers and the business. Light & Kiddon (2009) discovered that modern bank customer is more demanding than they used to be long ago. Thus they argue that the bank's responsibility is to build brand trust and equity that will give bans a stronger competitive position (Kotler et al, 2010). Angur et al (1999) assert that technology is forcing banks to adopt new strategies and services offered for bank customers.

It is within this rapidly changing environment that customer satisfaction and service quality forcing banks to meet the demands of sophisticated customers (Light& Kiddon, 2009). According to Skogland and Siguaw (2004), it refers to the overall positive expectation and experiences than an individual has regarding a company. Marketing activities are conducted for the sole reason to reinforce consumer mindset with positive

experiences about an organisation brand. (Aaker, 1991).The effectiveness of the marketing strategy is thus measured through brand value and responses to rebranding (Romaniuk and Nicholls, 2005). Silver & Berggren (2010) asserts that achieving effective corporate branding is not easy due to the intangibility of the services offered. Employee satisfaction affects the performance of employees through the employee's involvement (Wright T., 2007). Therefore, a bank's corporate image has to be very powerful, to make a significant impact.

### **1.1.5 Banking Sector in Kenya**

According to the Central Bank of Kenya Supervision Annual Report (2012), there are 61 financial institutions, with 15 microfinance institutions. Most of the banks can be categorised as small to medium-sized, are locally owned, with some of the banks (few in number) being foreign-owned. A total of 6 banks are listed at NSE. These banks offer both corporate and retail services. It is prominent in the Central Bank of Kenya Supervision Annual Report (2001) that the banking system has over the past few years recorded a remarkable rise in levels of profitability. Despite this positive performance, the banks have continued to face challenges relating to poor economic performance and interest-cap challenges. This has brought to the fore the need for banks to engage in rebranding as a way of improving their performance. Besides the challenges, increased competition has made it important more than ever for banks to rebrand as a way of positioning their services to volatile and dynamic consumers. Several banks have understood the significance of a strong brand, and have engaged in building a strong brand position. For example, Family Bank, Equity Bank has been at the forefront of engaging in rebranding.

### **1.1.6 National Bank of Kenya**

National Bank of Kenya Limited (NBK) was assimilated on 19th June 1968 and legitimately opened on Thursday, November 14th, 1968, to improve financial inclusion amongst Kenyans. As of 1996, the government had 32% shareholding. The current shareholding is skewed towards the National Social Security Fund (NSSF) at 48.06%, the general public (29.44%), Kenya government (22.5 %.) NBK is a key player in the



banking industry in Kenya, more so in the promotion of financial services. The bank boasts of a network of 52 subdivisions nationwide with the headquarters in Nairobi. Each branch is headed by a branch manager.

## **1.2 Statement of the Problem**

Several studies have documented the importance and relationship between the elements of branding and consumer perception. However, most of these studies have failed to properly account for the influence of rebranding on consumer perception. The importance of brand identity on consumer trust, attachment and commitment has been affirmed by different scholars (Louis & Lombart, 2010). The elements of corporate visual identity play an important role in brand identity and strengthening the customer relationship.

Among cited examples of brand development, cases have been mentioned of color as part of the brand image leading to negative customer perceptions. This has been attributed to companies not paying special attention to the visual properties of their brand image. Such consistencies have the potential to affect the brand identity in the market and create confusion over the brand. In 2010, the attempted rebranding of GAP lead to significant customer backlash and a drop in profits over the change in the company's logo. Cases like this demonstrate the importance of understanding how visual designs impact consumer behavior and hence the study focused on NBK on this important subject since they did their rebranding most recently (Parr 2010).

## **1.3 Objectives of the Study**

### **1.3.1 General Objective**

The general objective of the study was to ascertain the interrelationships between corporate visual identity rebranding and consumer perception a case of NBK limited.

### **1.3.2 Specific Research Objectives**

- i. To investigate the impact of change of slogan on consumer perception at NBK
- ii. To investigate the impact of change of corporate colours on customer perception at NBK
- iii. To investigate the impact of change of logo on customer perception at NBK

#### **1.4 Research Questions**

- i). What are the impacts of change of slogan on consumer perception at NBK?
- ii). What are the impacts of change of corporate colours on customer perception at NBK?
- iii). What are the impacts of change of logo on customer perception at NBK?

#### **1.5 Justification**

The study was conducted to determine the interrelationships between corporate visual identity rebranding and consumer perception so as to understand how a change in these elements of visual identity rebranding affects customers perception of a bank.

#### **1.6 Significance**

The study is of importance to National Bank and the industry at large as it enables them to come up with viable policies and practices to strengthen rebranding strategies, promoting efficiency and competitiveness.

It also provides the sector regulator with information on challenges in undertaking to rebrand in financial institutions in Kenya and how to work around the challenges for the benefit of the sector.

The study most certainly adds to the current scope of knowledge and theory concerning corporate rebranding. In practice, Academicians and Researchers would find the results of the study useful in filling existing gaps in the literature as regards strategic rebranding and performance.

The findings to act as a guide to future research in related fields, becoming a valuable source of knowledge, and a basis of new research to both students and researchers. All in all, Rebranding is one of the key factors that institutions have to pay attention to revive a brand that is becoming obsolete.

## **1.7 Scope and Limitations**

Corporate visual identity consists of five elements: name, logo, typography, colour, and slogan. However, due to the restricted size and time limitation, this study only focused on three particular ones: slogan, color, and logo. The study was piloted in NBK Harambee Avenue, the location of the study has been chosen because of its centrality, client flow, and diversity.

## **1.8 Operational definitions**

### **Brand**

A means of communication, vision, identity, culture, promises or images that are usually used to differentiate one product and services from another. (Dunnion & Knox, 2004)

### **Branding**

The art of aligning what you want people to think about your company with what people do think about your company and vice-versa. (Jay Bae, 2006)

### **Rebranding**

According to Donnelly and Linton (2009), rebranding entails bringing variations to the whole physic image of a brand (like the logo, symbols, name) or on its structural aspects like the marketing behind the brand, advertising or simply a change of policy.

### **Corporate Visual Identity**

Visible elements of a brand, such as colour, form, and shape, which encapsulate and convey the symbolic meanings that cannot be imparted through words alone. In a broader (corporate) sense, it may include elements such as building architecture, colour schemes, and dress code.

### **Customers**

A customer is a person who has an account, either deposit or current account, with a bank.

**Customer's perception**

Customer perception as noted by Shanmugam, Wang, Bugshan and Hajli, (2015) is the process through which the customer chooses, categorises, and infers information inputs to generate an eloquent picture of the product or the brand.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Overview**

This chapter focuses on critical literature that is linked as well as with a consistent research topic. Notably, the chapter highlights critical matters and essential problems to determine contemporary facts. This section is essential because it determines the information that connects study with current and future studies and thus improves on the available knowledge. This chapter will focus on the general as well as empirical literature review, research gap, and theoretical foundations.

#### **2.1 Corporate Visual Identity Rebranding**

The main focus of this section is to examine existing literature on corporate identity rebranding. This section deals with reasons for change of slogan, rebranding and corporate logo and colour as rebranding elements.

##### **2.1.1 Drivers and Goals for Corporate Re-Branding**

Process, events, and decisions are some of the main drivers for rebranding at the corporate level. Such drivers cause a significant change in the performance, strategy or structure of a firm, thus creating a need for a fundamental redefinition of the firm's identity. Change in ownership through mergers and acquisitions, privatisation/nationalisation, sponsorship and spin-offs as well as the need to enhance the competitive position because of an eroded market position, reputation problem and an outdated image. Corporate strategy through divestment and diversification, localisation and internationalisation as well as the external environment through a major crisis and catastrophe and legal obligation are also of rebranding (Muzellec and Lambkin, 2006.) In particular, the drivers mentioned above often focus on change in the corporate name though they can also involve slogan, logo as well as a change in value.

Re-branding goals can be classified into two: reflecting a firm's new identity and creating a new image. In both situations, the process of rebranding includes both externalisation and internalisation. Internalisation focuses on internal affairs and is likely to affect the

corporate culture as well as employees while externalisation deals with the external image of the firm as well as other external stakeholders (Muzellec and Lambkin, 2006.)

### **2.1.2 Change of Corporate Colour as an Element of Rebranding**

Colour, according to Singh (2006) to the rays of light that is carried by wavelengths and absorbed through the eyes to the brain where it is converted into colour. In terms of rebranding, colours play a critical role because they are classified as warm hues which include long-length colours such as yellow and red, cool hues which include short-wavelength colours like green and blue as well as colours in psychology literature (Rider, 2009). The experience of colours, according to Singh (2006) varies depending on individuals and it is not possible to determine the experience of others through the same shade of colour (Singh, 2006). In this study, the word colour and hue are used interchangeably. Hue is the actual colour and is one of its three attributes (saturation, brightness, and hue) (Smets 1982). Based on existing research, colour has a critical role in terms of recall, recognition as well as promoting various emotional responses (Baker & Balmer, 1997).

Based on recent research conducted by Elliot. et al. (2007) there is a relationship between colour and psychological functioning. Based on the framework developed by the scholars, colour conveys two critical meanings that are based on two fundamental sources: biological proclivities and learned associations (Elliot et al, 2007). Associative learning, according to Grossman and Wisenblit (1999) occurs when a person connects various events that happen in a surrounding environment. Elliot et. al. (2007) contend that the perception of colour prompts evaluative processes that help in determining whether a stimulus is hospitable or hostile which in turn motivates behavior. Positive meanings that are prompted by colour result in approach responses while the negative ones lead to avoidance responses. Based on psychological research, the entire process from evaluating the stimulus of colour as well as the behavioral responses occur without conscious awareness or intention; thus, the effects of colour tend to persist (Elliot, 2007). People experience colour at the mental, physical and emotional level through the sight and brain.

According to Stone (2006), different means and triggers are conveyed by colours across cultures. Those meanings and associations of each primal colour have been identified for practical uses in the field of design.

#### ***2.1.2.1 Red***

This is the most power and probably the most researched and disputed colour (Rider, 2009). The colour is often linked with arousal, stimulation, and excitement (Labrecque & Milne, 2011), with the colour having a romantic and passion effect in relational context (Rider, 2009). The colour is also linked with strength, activity as well as stimulation (Fraser & Banks 2004).

#### ***2.1.1.2 Yellow***

According to Cimbalò et al. this colour is associated with cheerfulness and happiness as well as the feeling of extraversion, optimism, and friendliness (Labrecque & Milne, 2011). Based on some scholars as pointed out by Birren (1950) and Stone (2006) the colour is linked with wisdom, intellect, and loyalty. It stands for the pleasant brightness, connotation, and warmth of the sun (Cimbalò, 1978). According to Labrecque and Milne (2011) yellow provokes the cheerful facet of the sincerity of brand personality.

#### ***2.1.2.3 Orange***

Orange, like other long-wavelength colours such as red and yellow, elicits excitement and arousal (Labrecque & Milne, 2011). It is linked with uniqueness, creativity, sociability, and energy (Stone 2006). Orange, as pointed out by Kargere (1979) is also linked with wisdom.

#### ***2.1.2.4 Blue***

Blue, according to Birren (1950) and Stone (2006) is the hue of sincerity and trust. The colour induces a sense of efficiency, intelligence logic, and duty (Labrecque and Milne 2011). Blue is also linked with justice, loyalty as well as peace (Stone 2006). In the Nordic countries, Aslam (2005) points out that blue is culturally linked with masculine

and coldness. Focusing on the dimension and facets of brand personality, blue is regarded as a hue of competence (Labrecque and Milne, 2011).

#### ***2.1.2.5 Green***

According to Cimbalò (1978) green is considered to be the colour of happiness and is mainly linked with youth, nature as well as growth, which according to Rider (2009) provides a relaxing quality. Based on research examining various tones of green, the different shades of the colour evoke a state of success and honesty (Stone, 2006).

#### ***2.1.2.6 Brown***

The colour brown is primarily linked with earthiness and seriousness. This colour signifies support, reliability, and protection (Labrecque & Milne, 2011). In corporate context, brown represents a company that is steady and reliable (Alva, 2006).

#### ***2.1.2.7 Purple***

Purple, according to Labrecque and Milne (2011) is the colour of authenticity, luxury, and quality. In some cultures, Aslam (2005) states that the colour is considered expensive and is also dignified because of its exclusive link with royalty in history. However, in UAS, the colour is seen as an inexpensive hue (Aslam, 2005). Representing a brand through this colour is likely to evoke feelings of sophistication in brand personality.

#### ***2.1.2.8 Black***

Black, alongside grey and white, are considered as neutral hues on studies focusing on colour. Black symbolises status, power, status, dignity and wealth (Labrecque & Milne, 2011). The colour is used extensively and has different meanings across various cultures but is regularly seen as an expensive, dependable and powerful (Aslam, 2005).

#### ***2.1.2.9 Grey***

This is a balanced hue and regarded as a modest colour (Stone, 2006). Based on the literature on design, grey is linked with reliability, security, intelligence and maturity



(Stone, 2006). Like black, it is a sophisticated colour and can be linked to competence and sincerity.

#### ***2.1.2.10 White***

White symbolizes purity and happiness in the Western culture (Aslam, 2005); it is defined as the colour of clarity, simplicity, cleanness, and peace (Labrecque & Milne, 2011). White is also linked with truthfulness and innocence (Stone, 2006).

#### **2.1.3 Change of Logo as a Rebranding Element**

Logo refers to various typeface and graphic elements; nonetheless, in this research, it defines the graphic design used by a firm, with or without a name, to identify itself or its products (Henderson & Cote, 1998). While logos are considered as part of a sign system that is used by firms to interact with stakeholders, literature on corporate identity views logos as the signature of a firm on its materials (Henderson & Cote, 1998). A considerable amount of time and money is spent on logos by firms each year because managers hold that the logos have an extra value (Van Riel & Van de Ban, 2001). One of the extra value of a logo is its ability to communicate with customers (Kohli, 2002).

According to Henderson and Cote (1998) logos are used as one of the primary channels to communicate a firm's image and thus draw the client's attention and accelerate the company's recognition. A logo can express the character of a company by clarifying its qualities and features. Scholars on the logo strategy point out that it is necessary for logos to readily elicit the same intended meaning across people; they argue that the logo can be connected more easily to the company or product if it has a clear meaning (Henderson and Cote, 1998).

Researchers concur that well-designed logos ought to be familiar, recognizable, elicit consensually held meanings, and evoke positive effect (Peter, 1989). In case the design of a logo cannot be easily memorized, is unlikable, or does not communicate the right meanings, it is likely to fail to realize the intended response and is even likely to hurt the corporate identity (Henderson & Cote, 1998). Shape, style, image, color, and size the

elements of design that are highly significant in corporate logo (Hynes, 2009). Logos that are highly categorised often have a unique shape like Apple and Nike, while the logos of other firms such as McDonald's and Coca Cola are unique because of strong association with color: yellow and red and red respectively.

### **2.1.3.1 Shape and Symbol's Associations**

Shape is cognition; it can make us recall a memory, unconscious thought, or belief. A shape induces a mental picture that might send its viewer back to a personal, internal construction from the past. (Borja de Mozota, 2003) Thus, the viewer's association with a shape is influenced according to his perception from the past. Studies on design-forms used in product design and environmental retail design emphasise the cognitive perception of the design-forms. They illustrate its effects on consumers' brand trust, consumers' product evaluation, and consumers' interpretation of information. (Borja de Mozota, 2003). Shapes have emotional valence that defined partially by the shapes themselves and influenced by their symbolic meanings.

A person's emotional responses to a particular shape often depend on the symbolic meaning of the shape carries. Although the emotional response of shapes may not be as powerful as it is to symbols, emotional valence of shapes themselves has certain influences on visual stimuli's meaning (Ekström, 2011) Different emotional responses may occur from a shape of a cat depending on if the shape is organic or geometrical, regardless of one's feelings toward cats. Due to their familiarity, organic shapes do not induce extreme excitement. Geometric shapes, on the other hand, evoke emotional valence that differs: positive thanks to their mathematical perfection, and negative as a result of their unnatural characteristic (Ekström, 2011).

The psychology of shapes used in logos is not as commonly addressed as it of colors in design literature. Associations of the three basic shapes (circle, square, and triangle) have been explored by character design writers, specifically in creating a facial structure of animated characters. Uses of these shapes are essential as each shape suggests different associations that relate to the character's personality. (Tillman, 2011) Authors in graphic

design propose perceptions of popular shapes used in web and logo design. Following are theories on associations of some particular shapes and shape's elements that this paper will consider:

#### ***2.1.3.1.1 Circles***

Represent the eternal whole and suggest completeness which induces a sense of infinite, unity, and harmony. Circles are often seen as warm and comforting; their curves make them more graceful and can be associated with femininity. The well-roundedness of circles expresses community, protection, and perfection. (Bradley 2010; Wilde 2013; Tillman 2011).

#### ***2.1.3.1.2 Rectangles and Squares***

These are the most common geometric shape encountered. They suggest stability, security (Tillman, 2011), trust, and honesty (Tillman 2011, Bradley 2010). Because of their geometric balance, squares and rectangles are connected to equality, balance, and reliability (Wilde, 2013). They are also associated with power, efficiency, and professionalism (Wilde, 2013).

#### ***2.1.3.1.3 Triangles***

Triangles can have different associations depending on how they are positioned. They suggest stability when sitting on their base, and instability otherwise (Wilde 2013, Bradley 2010). Triangles express a certain level of energy, power, and aggression (Tillman 2011, Wilde 2013, Bradley 2010) which Suggest steady or conflict strength depending on their stable/unstable dynamic (Bradley, 2010). This strength of triangles is linked to masculinity (Bradley, 2010). Triangles represent direction and movement, and sense of speed when they point forward (Wilde 2013, Bradley, 2010).

#### ***2.1.3.1.4 Vertical lines and shapes***

They are seen as strong (Bradley, 2010); they represent courage, domination, and power (Wilde, 2013). In contrast to vertical lines/shapes' masculinity.

#### ***2.1.3.1.5 Horizontal lines and shapes***

Are described as more feminine, resting, and calm. They have a sense of peace, flow, and tranquility (Wilde, 2013).

#### ***2.1.3.1.5 Curves***

Curves can be an element of shapes. Curved shapes are linked to femininity, motion, and rhythm; they also suggest happiness, pleasure, and generosity (Wilde, 2013). On the opposite, shapes with sharp angles are described as dynamic, young, and lively. Similar to triangles, they are energetic, masculine, and associated with speed. (Wilde, 2013)

#### ***2.1.3.1.5 Spiral***

Is a shape that can easily found in nature, most often as a natural growth pattern of organism. Therefore, it induces the idea of growth and expansion (Bradley, 2010). Spirals' combination of roundedness and movement suggest creativity (Bradley 2010, Wilde 2013) and flexibility in transformation (Bradley, 2010).

### **2.1.4 Change of Slogan as a Rebranding Element**

Stuart and Muzellec (2004) argue that changing a slogan can sometimes help to support the introduction of a new name. They further highlight that an excellent slogan can enrich an organisations while a bad or a silly slogan can undermine it; where for instance, journalists are often only too happy to pounce on a slogan and subject it to ridicule. The slogan change, however, must not be excessive to have a significant meaning, as in the case of British Airlines when they shifted the emphasis of their slogan 'the world's favorite airline' to 'the world's favorite airline'. Stuart and Muzellec (2004 then conclude that a slogan change can be useful if the managers believe that the old slogan does not reflect the positioning of the organisation adequately. But the managers should vary that it is better to keep their current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as a sign that the organisation does not understand its identity. Muzellec and Stuart (2004) contend that when a company decides to go through the rebranding process, the overall goal is to show the stakeholders, consumers, and the marketplace that the company has changed. Re-branding is an expensive endeavor

whether a corporation changes everything or just the company's slogan. Muzellec and Stuart state an advertising campaign can prove to be extremely expensive but it is a minor cost when calculating the total cost of a change of identity. Corporations must determine how best to change the image of the company while maintaining the loyal customer base of the company. Munyaradzi (2011) explored the impact of rebranding on the performance of the Hotel Industry in Masvingo. With the costs and tasks involved in rebranding, one wondered whether rebranding was worth the value to the ultimate performance of the hotel industry or whether it was a source of competitive advantage. In this study, an exploratory research design was employed.

The major research findings were that the rebranding strategies such as change of slogan were a product of the changing economic conditions, changing corporate strategy and changing ownership structure. Makasi (2014) investigated re-branding and its effects on consumer perceptions. A mixed research methodology was adopted hence the combination of questionnaires and interviews in the data collection process. The study used a sample size of thirty customer representatives and five staff members of a local bank which has recently rebranded. Data was gathered, recorded, analysed and interpreted based on the research objectives and research questions using the Statistical Package for social sciences (SPSS) software. The mean and standard deviations of the responses were 1.08 and 0.277 respectively which reflected respondents' strong positive impression of the bank after it rebranded. Based on these and other results, the study, therefore, established that rebranding elements such as change of slogan has positive effects on consumers' perceptions and can be used as a marketing tool in order gain competitive advantage and has an impact on the financial performance of an organisation

## **2.2 Empirical Studies and Research Gaps**

Numerous studies have been conducted both locally and internationally, on Corporate Identity Rebranding as a strategy employed by various organisations. A study by The Branding Journal (2016) investigating a Nigerian based preparatory school which was a new player in the competitive nursery/educational sector in Nigeria – and needed a powerful brand strategy and visual identity to enter the market. The findings reveal that

by employing a unique visual brand identity, different from its competitors and applying it across the school's communication touchpoints, the school had an overwhelming number of admission inquiries for the new academic session. A similar study by Ryan (2016) and published on The Branding Journal focused on Etihad Airways' Rebranding and asked the question, has it paid off? The study discovered that there was a spike in growth of passenger numbers at 23% within the first year leading us to believe that the rebranding strategy indeed worked, transforming Etihad as a carrier bringing Abu Dhabi to the skies. Corporate Rebranding has been extensively discussed in research. However, not many studies have been conducted on corporate visual identity rebranding with a specific focus on corporate colours, logos, and slogans, much as this has become a very common global strategy in recent years. Where this has been researched, studies on visual identity rebranding as a strategy concerning customer perception is quite limited.

In cases where these studies have been conducted, the focus is mainly on the financial performance of organisations, and with a particular bias to performance in stock markets. This study therefore aimed at filling the existing gap on corporate visual identity rebranding as a strategy, in relation not only to the overall performance of the institution but on overall customer perception of the institution. Achieving a positive corporate image and brand identity is one of the main objectives that business organisations should strive to attain. A strong visual identity rebranding strategy can add significant value to the organisations, as it helps leverage the tangible and non-tangible assets of the organisations. A strong corporate image is no less or more than the face of the business strategy, as it is the first point of contact between the organisations with its potential customers.

### **2.3 Theoretical Framework`**

This study was based on two theories. These are Lewin's change model and the contingency theory. These two theories are discussed in this section where their application in the study is explained and weaknesses discussed.

### **2.3.1 Lewin's Change Model**

The Kurt Lewin model prescribes three stages to any change effort. These include unfreezing, change and refreeze (Todnem, 2005). In the 'Unfreeze' stage, the organisation sees the need to change. The need to change is due to either internal or external forces. When the need to change is determined, the organisation moves forward and creates a conducive environment for the changes to take place. In the case of corporate rebranding, the triggers for change can be changes in the economic, political, legal, social, technological or internal environment of the organisation. The second stage in the Lewin model is 'Change'. This stage entails designing and implementing the desired changes. The designed changes are aimed at setting the pace and direction of what is required towards achieving the desired state. The leadership of the institution leads the change efforts and provides the required resources to ensure that the changes are implemented effectively. This stage also entails communicating to stakeholders about the changes, the desired outcomes, and the expected costs and benefits. This stage is the hardest and requires the organisation to create buy-in and also effectively deal with instances of resistance (Axelrod, 2012). The last stage of the model is 'Refreeze'. This phase incorporates bringing back the stability after the changes have been implemented and also institutionalising the changes. This also entails cementing the changes as part of the new corporate culture that employees and other stakeholders should relate to.

To begin the change management process, an organisation must start by creating awareness and understanding why the change is relevant. Building awareness for change enhances the need for change to come to the surface (Lewicki et al., 1992). To unfreeze an organisations, a provocative issue needs to be presented to people for them to identify the need for change and to look for new solutions. This problem builds pressure for a change of attitude and thinking to welcome change. During the unfreezing stage most staff and management are willing to change and those who are unwilling to change need something useful to provoke them to change their attitude (Burnes, 2004). During the transition stage, organisations aim to alter the behavior of the employees, managers, departments and entire organisations where changes take place (Lawler & Worley, 2012). At this stage, people look for new and better ways to do things. Once people start to see

the benefits of change to those around them they begin to take ownership of the change and drive it. To effectively achieve change, organisations need to communicate, involve and immediately address any barriers to change from people, processes, and procedures (Todnem, 2005). Lewin's model has different strengths which include its simplicity and ease of understanding. The second stage deals with dealing with resistance to change which is depicted as one of the major obstacles in the change process (Lawler & Worley, 2012). The weaknesses of the model include failure to concentrate on each change aspect.

### **2.3.2 Contingency Theory**

Contingency theory postulates that there is a single best way that an entity, firm, organisation or unit can implement decisions. This theory, on the other hand, advocates that the best course of action in any given situation is dependent on the external as well as the internal situation of the organisation in its environment. Lawrence and Lorsch (1967) were the first to coin this term. In a rebranding process, the contingency theory can be applied to inform the best practices that the organisation should adopt. These would be dependent on the changes being instituted, the environment of the organisation and the resources available to the organisation. This theory challenges the premise that certain best practices apply to all organisations regardless of the context and circumstances of the organisation in the environment. The theory also challenges the conservative perception of classical economists that the structure of the organisation does not influence the performance of the organisation. Axelrod (2012) observed that in contemporary organisations, studies have indicated that the form or structure of the organisation determines its performance.

The contingency theory also posits that most of the challenges encountered in change initiatives are context and organisation based and hence can be dealt with effectively by understanding the organisation and its environment. Moreover, Todnem (2005) postulates that the success of the organisation is dependent on how the organisation monitors and adapts to its environment. This observation implies that when an organisation is executing a change program, it should take into account the characteristics of the organisation and also the specific features of the environment. The major weakness of the



contingency theory, despite its various strengths, is its failure to explain why some practices and programs fail in some contexts but not others (Lawler & Worley, 2012). Moreover, the theory is criticised that it does not offer a prescription to managers in change programs as other theories do. Furthermore, contingency theory falls short in explaining the course of action regarding particular change initiative or circumstances in the organisation.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Overview**

This chapter provides overviews of the how information was collected from the study population, how a sub-set of the population was selected and arrived at for data collection, research instruments used in data collection, the procedures of collected data and ensuring that the result is valid and reliable, data analysis and ethical consideration for the study.

#### **3.1 Research Design**

##### **3.1.1 Descriptive research design**

Descriptive research design is a scientific method which involves observing and describing the behaviour of a subject without influencing it in any way. There are three ways a researcher can go about doing a descriptive research project, and they are: Observational, defined as a method of viewing and recording the participants Case study, defined as an in-depth study of an individual or group of individuals and Survey, defined as a brief interview or discussion with an individual about a specific topic. The study applied survey design where questionnaires and interview guides were used to collect data from the respondents.

#### **3.2 Research Approach**

Research approaches are plans and the procedures for research that span the steps from broad assumptions to detailed methods of data collection, analysis, and interpretation. The selection of a research approach is also based on the nature of the research problem or issue being addressed, the researchers' personal experiences, and the audiences for the study. The study used mixed method approach where both qualitative and quantitative methods were used to collect data from the respondents.

### **3.3 Research method**

A research method is a systematic plan for conducting research. The study applied a case study method. Case study is a research methodology, typically seen in social and life sciences. There is no one definition of case study research. However, a case study can be defined as an intensive study about a person, a group of people or a unit, which is aimed to generalise over several units'. A case study has also been described as an intensive, systematic investigation of a single individual, group, community or some other unit in which the researcher examines in-depth data relating to several variables. The study focused on the National Bank of Kenya as a case to look into their rebranding.

### **3.2 Population of the Study**

The population of a research study consists of the individuals, groups or the various units or the total of the aggregate which is unit or the various component. (Punch, 2006). The population of this study comprised all registered NBK Harambee avenue branch customers, estimated at 6,500 according to the updated bank company profile 2018.

### **3.3 Sample and Sampling Technique**

A sample is a smaller group or sub-group that is representative of the target population, and from which data is collected from (Mugenda and Mugenda, 1999). According to the information received from the branch manager and the customer service desk, the branch receives an average of 700-900 customers daily. According to Mugenda Mugenda (2003) when a population is in its hundreds 40% is taken as its sample size. In this case, the study intends to work with 800 as the daily customers' number at the branch. So 40% of 800 will be 240. Hence a sample of 240 was used to represent the entire population of NBK Harambee Avenue branch customers.

The study adopted a systematic random sampling technique. Customers were sampled randomly from the NBK Harambee Avenue branch as they walk in. With the daily population at 800 and the sample size at 240, an interval of 3.3 was reached and the researcher intends to use an interval of 3 in selecting its target population who were issued the questionnaires to answer. The researcher visited the branch in early mornings

as soon as it opens, issue the questionnaires to the first person at the branch, pass the next three and then issue the fifth person going on with the trend.

### **3.4 Validity and Reliability of Research Instruments**

#### **3.4.1 Validity**

Validity refers to the degree to which an instrument measures what it was intended to measure. Thus, validity also refers to how findings from data analysis are a fit from the way data variables were operationalised (Mugenda and Mugenda, 1999). The study applied content validity, which relates to how questions used in the research instrument covered the research objectives.

#### **3.4.2 Reliability**

Reliability is the ability of a research instrument to yield consistent results following repeated studies conducted through the same instrument (Mugenda and Mugenda, 1999). Reliability is concerned with the consistency, dependability or stability of a test (Nachmias and Nachmias, 1996). Test-retest that involved administering the instrument to two separate groups was applied in the study for reliability purposes.

### **3.5 Data Collection**

#### **3.5.1 Method - Survey**

Survey is defined as a research method used for collecting data from a pre-defined group of respondents to gain information and insights on various topics of interest. Survey method of data collection was applied where qualitative data were collected using interview guides and quantitative data collected using questionnaires.

#### **3.5.2 Tools –Questionnaires and interview guide**

Questionnaires and interview guides were used as instruments of data collection. Questionnaires are considered most appropriate and relevant with regards to the study, this is because most data collected using questionnaire are stable, constant and has unique and uniform measures with no differences or variation. It further solves or reduces the level of bias that might be caused by the researchers through the presentation of facts or

issues. Questionnaires are defined as a technique of collecting raw data in a predetermined way through a similar set of questions (Vaus, 2002). Saunders (2009) classified questionnaires into questions that are completed by the respondents which are also called (self-administered questionnaires) and questionnaires that are supposed to be completed by the interviewer which is also known as the interviewer guides. Customers who are comfortable filling out the questionnaires were allowed to do so, while for others; the researcher asked questions and filled out the responses provided by customers. The researcher sought the assistance of well-trained field personnel, who aided in data collection. They were well briefed on the demands of this study and customers met at Harambee Avenue branch with permission from the branch manager.

### **3.6 Data Analysis**

According to Bernard (1998), analysis involves establishing trends and patterns on data collecting from specific items (questions). In the current study, quantitative data analysis involved the use of frequencies and percentages while qualitative data was analysed through thematic analysis. Statistical Package for Social Science (SPSS) was used in quantitative analysis.

### **3.7 Ethical Considerations**

Upon presenting the proposal to the university senate, the proposal was approved and the researcher was issued a certificate of field work (see appendix III) in order to collect data and proceed with conducting the project. The project was then done and presented back to the senate after which the researcher was awarded the certificate of originality (see appendix IV) and later a certificate of correction (appendix V) after completing the work.

## **CHAPTER FOUR: DATA PRESENTATION ANALYSIS AND INTERPRETATION**

### **4.1 Overview**

This chapter presents findings in line with the study objectives followed by the discussion and interpretation of the research. The study sought to ascertain the interrelationships between corporate visual identity rebranding and consumer perception using the NBK as a case study. The data was analysed to primarily establish the impacts of change of slogan, change of corporate colors and change of logo on consumer perception at the National Bank of Kenya.

### **4.2 Response Rate**

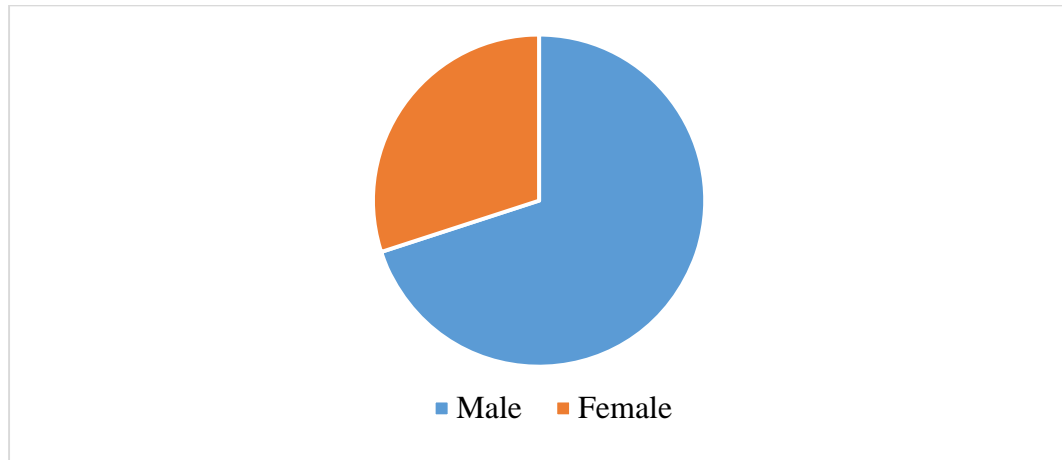
The data was collected through both self-administered and enumerator-assisted questionnaires to both customers and a few staff National Bank Harambee Avenue Branch. The overall questionnaire response rate recorded was 100%. The response rate indicates the success in obtaining completed questionnaires from the respondents. The achievement of the high response rate in this study is attributed to well-trained enumerators who applied strict ethical conduct in gathering the data including seeking the permission of the respondents having explained the rationale of the study before having their authorisation to proceed.

### **4.3 Demographic Information of the Respondents**

Demographics are the quantifiable characteristics of the study population or sub-population (sampling) statistics of a given population. Demographics include such factors as gender, age, ethnicity, occupation, seniority, salary levels, marital and family status. The factors were included in the study due to their explanatory role to the main study variables. In line with Edgar & Geare (2004) assertion that the giving of voice to employees in HRS requires the consideration of employee demographics, the study collected demographic information. The study focuses majorly on three demographics which are age, gender, and staff occupation.

### 4.3.1 Gender of the Respondents

Gender is the construction of social and economic phenomena in any social situation, and rebranding is not excluded. Hence the variable gender was investigated for this study. Data related to the gender of the respondents is presented in Figure 4.1.

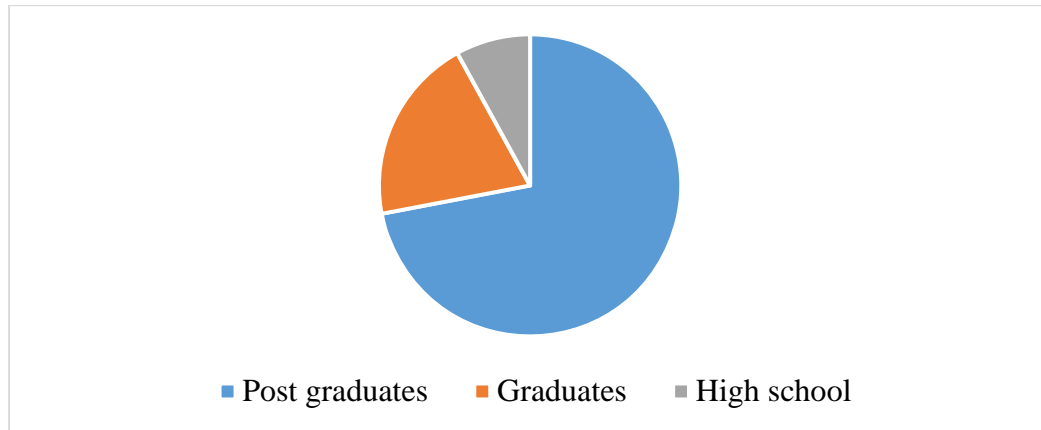


**Figure 4.1 Gender of the respondents**

Figure 4.1 shows that males were dominant amongst the respondents, the study results show that 72% of the respondents were men while 28% were female.

### 4.3.2 Education level of the respondents

Education is a determinant of consumer awareness on different products and services thereby affecting brand awareness levels and brand preferences. Besides, the education system is a contributor to peer influence at work and study, and which can influence the tendency to consumer products and services.



**Figure 4.2 Education level of the respondents**

As is evident from Figure 4.2, graduates are the majority amongst the respondents while the remaining 20% and 8% had post-graduate education and secondary level of education respectively. This indicates that a large number of the NBK customers are well knowledgeable enough to get all the rebranding communications that the bank could have used to put across the rebranding message.

#### **4.3.3 Occupation of the staff**

The study also sought to get the staff perspectives about the rebranding, hence few communication managers and departmental heads were interviewed to get their incentives about the rebranding done by NBK. This was importance since they were the very people involved in the rebranding and their point of view were of importance to the study in general.

**Table 4.1 Staff Demographics**

<b>Responsibilities</b>	<b>Number</b>	<b>Percentages Distributions</b>
Communication managers	5	25%
Departmental managers	15	75%

*Source: Field survey 2019*



As illustrated in table 4.1 above 25% of the staff interviewed were communication managers while 75% were departmental managers, The directors indicated that their role was to establishing long-range as well as short-term should that require to be addressed, to ensure marketing effectiveness at NBK, obtaining NBK market share by developing marketing plans and programs for each product and service that NBK provided, maintaining customer relations by developing and organising effective customer relations programs.

On the other hand, the other interviewed departmental managers in the branches had similar roles. Managers X indicated that their role was to build the client portfolio, develop and maintain relationships with retail and corporate banking customers, Manager XI, on the other hand, added that roles of relationship managers included prospecting for new business from both corporate and retail clients and also ensuring that current customers are retained. Manager XII indicated that managing loan portfolios, approving loan limits, and ensuring that the bank relates well with all customers was other roles. Manager IV also indicated that providing financial advice to customers, collecting customer information and ensuring that marketing plans are implemented in the branches were other critical roles for departmental managers.

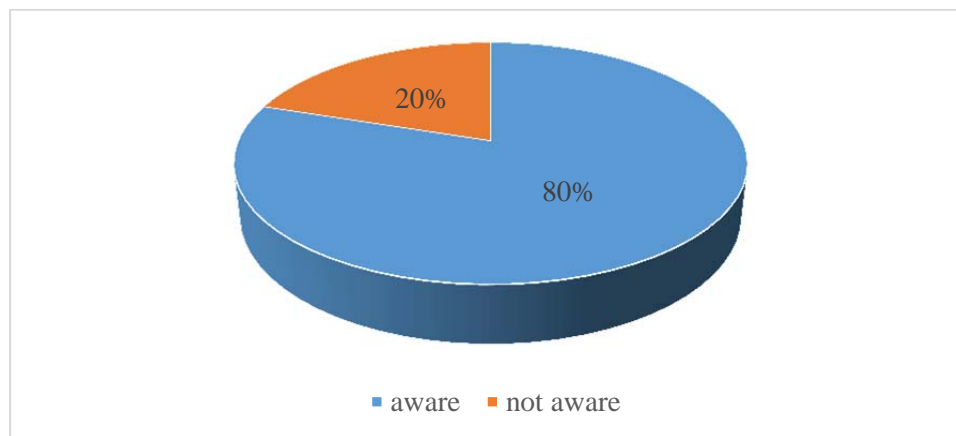
#### **4.4 Effects of Change of Slogan and Customers Perception**

A slogan is not just a tag-line that organisations create, but it is part of an organisation's strategic plan to entrench in the customers' minds that their product is reliable. McDonald's is a good example of an organisations that is on a journey to find the perfect tag line. Before 2003, McDonald's kept changing its slogan till 2003 when they found a perfect tag line "*I'm loving' it*". In the words of the company's management, this slogan fitted the brand that they wanted each customer to feel about their products and the ultimate reminder for the service of McDonald's. The slogans give a good feeling factor to the consumers of McDonald's and attract strong identification from families buying their products. Hence it can be said that the companies' slogan has put them in the minds of consumers and "high up". Slogans make brands seem more reliable, gives brands a strong recall factor, identification amongst consumers.

The study seeks to find out whether the customers were aware of the change of slogan from *the bank where you belong to bank on better*, their preference of the new slogan to old one and finally their general perception about the competitive advantage of the new slogan over the previous one.

#### 4.4.1 Awareness of slogan change

This question aimed at establishing whether the customers were aware of the slogans used by their bank. To this extent, the findings show that 80% of the respondents indicated being aware while 20% were not aware as shown in figure 4.3.

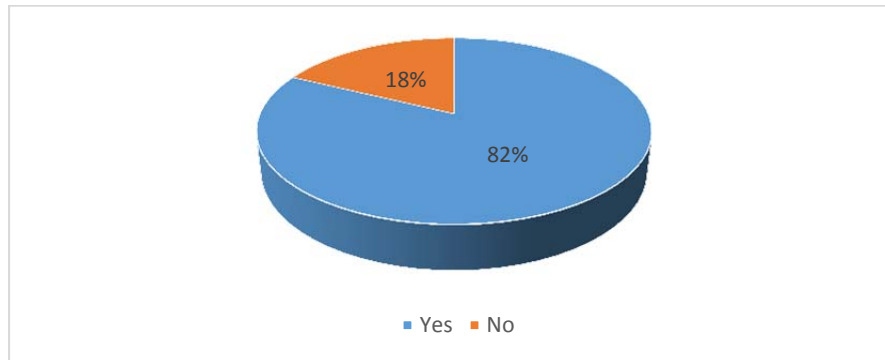


**Figure 4.3 Awareness of slogan change by the bank**

When probed further on the reason for their response, they mentioned that they were not able to get proper communication from the bank about rebranding especially those without a smartphone to receive mail about rebranding since most of the communications were done through mail to the customers. This implies that the majority of the customers were knowledgeable enough to receive communications by the bank about their rebranding through the various social platforms used and the internet through mail and website communication. Although this noted as a positive response, the bank should consider the other percentage who weren't able to get the information and find a means of communicating with them.

#### 4.4.2 Preference of the new slogan over the older one

The results indicate that the majority, 82% of the respondents preferred the new slogan over the older one.



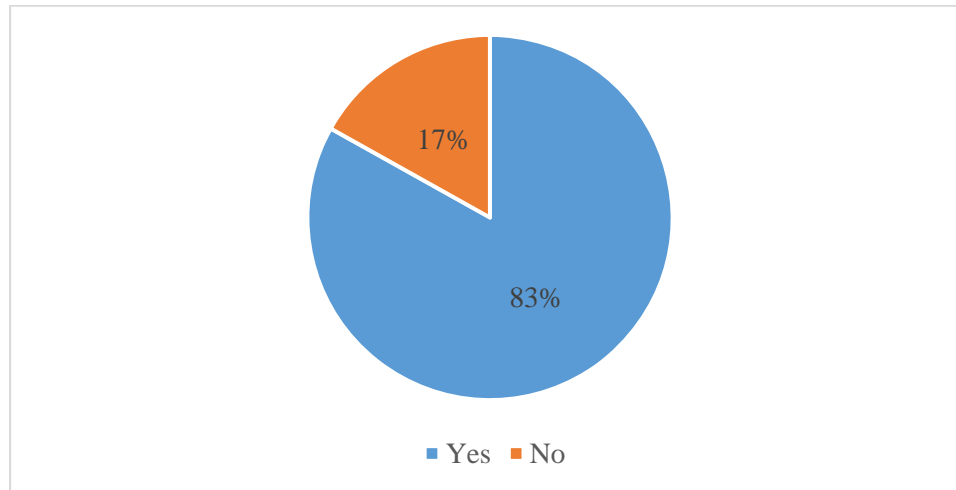
**Figure 4.4 Preference of the new slogan over the previous one**

Whether as a sales hook or real meaning for the brand, a slogan is a DNA for any brand. As such, the success of a slogan demonstrates the commitment that customers have for a brand. The slogan, as the DNA for a brand, also enhances employee and management commitment and loyalty to a brand. This eventually results in improved organizational performance in terms of better revenue. According to figure 4.4, 82% of the respondents prefer the new slogan while a small percentage of 18% is still not so sure about the new slogan. There was a mixed reason given for this response. While others preferred the new slogan because it's easy to recall and provide a competitive advantage over other banks others indicated they still loved the older slogan more because they have been used to it and the message is attractive as compared to the new one. This implies that a majority of the customers have a positive perception of the new logo as compared to the old one.

#### 4.4.3 Ease of New Slogan recall and offer solution to a problem

The respondents were asked to indicate how easy to recall the new slogan is, and if it offers a solution to problems as compared to the previous one. 83% of the respondents were positive that the new slogan is easy to recall and communicate to offer a solution to a problem compared to the previous one while 27% expressed a negative perception of this question. This indicates that a slogan message has a lot of impact on consumers' minds, trust, and loyalty to a brand. Creativity a slogan, the meaningfulness of the slogan,

how simple, short or straight forward the slogan is, how easy it is to recall and how often the slogan appears in advertising media are some of the factors that are considered very important concerning keeping customers to a brand.



**Figure 4.5 New slogan easy to recall and offer solution to a problem**

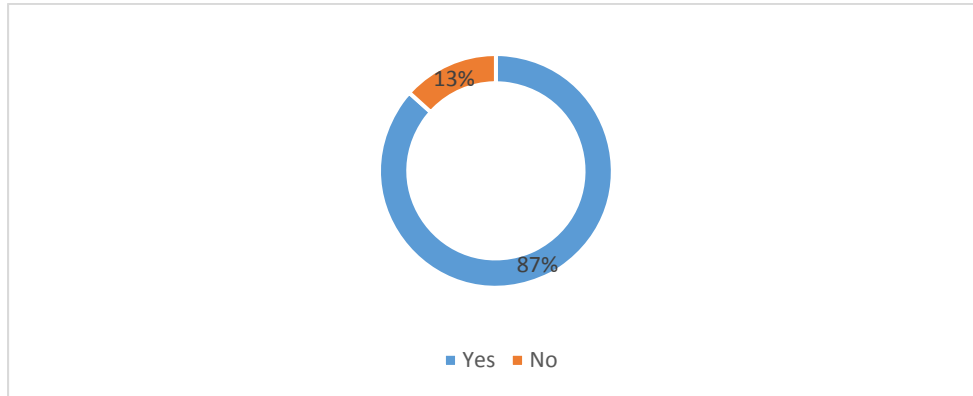
#### **4.5 Effects of Change of Corporate Colour and Customer's Perception**

Corporate identity of a company can be expressed in terms of colour which does necessarily affect the company promotional efforts. Due to the importance attached to colour it is important to base colour identification on scientific approach and not one's preferences. Inflexibility in choose colour gamut can negate the previous promotional efforts of a company and instill negative association about a product or company in the minds of target customers.

The process of colour gamut selection is governed by known room in relation to different colour selection. For instance, green is associated with relation, yellow is viewed as sociable, bright colour such as warm red and orange visually enlarge subjects while cold blue, light blue and purple performs the opposite of warm red colour. The respondents were engaged to indicate there awareness of the corporate colour changes from green hue to yellow and brown, their colour of preference from the change and finally their say on the physical features of the bank in regards to the colour change.

#### 4.5.1 Awareness of colour change by NBK

While 87% of the respondents observed and were aware of the changes in NBK corporate colours, 13 % seemingly did not observe the change and were not even aware that there has been a change.

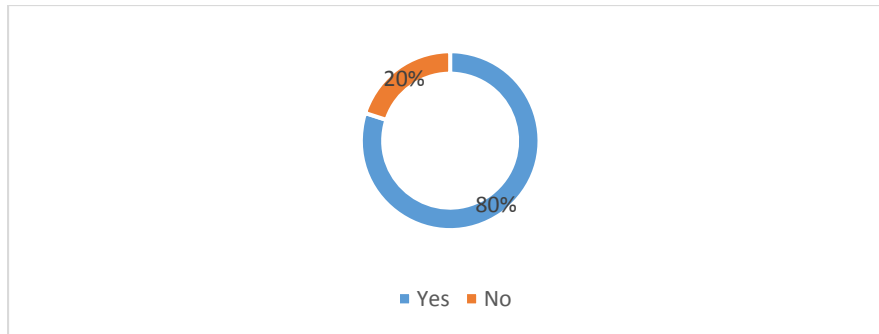


**Figure 4.6 Awareness of the new colour changes**

When asked to expound more on their response, the majority of the customers at the bank were of the ages 20 to 60 who are well conversant with the ways of communications that were used by the bank such as email, written articles, and publications on the company website. They easily got the communication about the rebranding and were able to notice the changes, this implies that although the communication was a success more consideration should be made next time to include those of various age groups to reach all customers.

#### 4.5.2 Preference of the new corporate colour to the previous one

Majority of the respondents that 80% of the respondents reported that they preferred the new bank colours over the previous logo while 20 % of the respondents as shown in figure below.



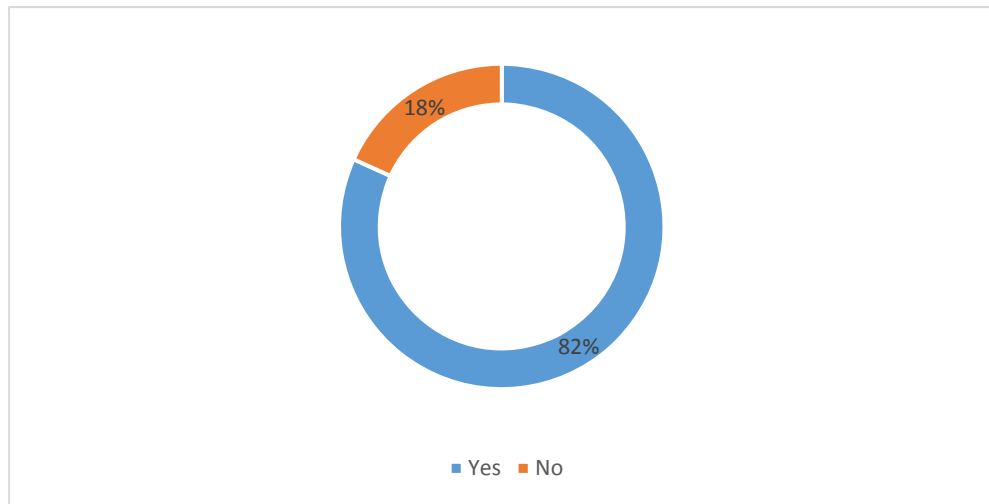
**Figure 4.7 Preference of the new colour to the new one**

Blackwell, Miniard, and Engel define consumer behavior as a collection of activities that people product acquisition, consumption, and disposal. Within the history of marketing, consumer behavior has been seen from the perspective of market orientation and not product orientation. The insights from product orientation can be used to influence the purchasing behavior strategies of consumers.

When asked about their preferred colours for the bank 80% of the respondents preferred the new colours to the old ones, while 20% of the respondents still preferred the old colours. When asked why they prefer the new colour to the old ones a majority indicated that the new colours bring a lot of warmth and affirmativeness of the bank activities and services to their clients. This implies that rebranding of the corporate colours was a success and more customers are willing to associate now with the bank than before because of the sense of warmth the colours provide.

#### **4.5.3 Preference to the physical features of the bank with the new colours**

When asked whether the changes in corporate colours affected the visual appeal of the bank, 82% reported that they found the new physical features more appealing while 18% of the respondents were not so convinced about it.



**Figure 4. 8 Change of Corporate Colour and Customer Perception**

This is because of the colour preference by the respondents where most of them indicated that they prefer the new colours since the colours bring warmth and happiness to the bank service provision. This implies that for a successful colour rebranding, an organisation needs to consider the meaning of colours and the message to be passed across before it's used.

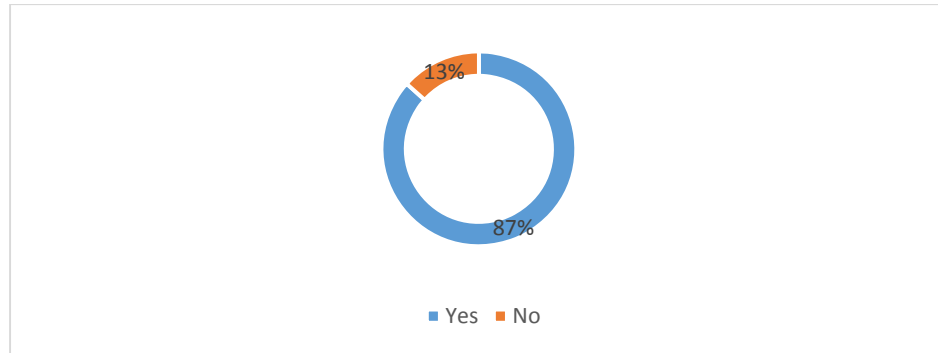
#### **4.6 Effects of Change of Logo and Customers Perception**

In as much as the logo shapes the consumer perception about a company, the visual images accompanying the logo can enhance or reduce its effectiveness. This is because the visual images are processed differently amongst consumers, and the generation of such mental images happens in the visuospatial sketchpad of working memory. This sketchpad can be constrained by the conflicting information attributed to visual imagery or the logo shape.

Logos, as intangible assets matter in how the perception of consumers about an organisations, and its products. GAP learned the importance of Logo when it faced a backlash from its followers on social media as it attempted to change its Logo and hence the need to relook at how the change of logo affected NBK customers so far.

#### 4.6.1 Awareness of logo change and its preference to the old one

Majority of the respondents that is 87% of the customers were aware that NBK had changed its logo from one square with a circle inside of it to tow horizontal squares and preferred it to the older one whilst 13% weren't sure about the logo change.



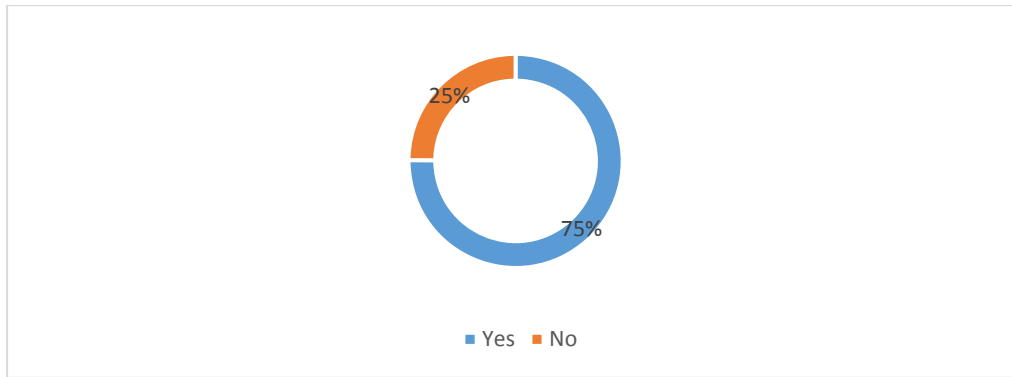
**Figure 4.9 Familiarity with the new logo and its preference to the older one.**

The new logo comprises horizontal squares in yellow which shows stability, security, trust, sense of peace, flow and tranquility as opposed to the older one with square and a circle which represents harmony and unity. I think as much as customers would want to associate with harmony and unity, for the case of the bank they need security and a sense of trust more. This implies that the message that the bank intended to communicate with its new colors was well received in a positive way that's why the majority of its customers prefer the new logo over the previous one.

#### 4.6.2 New logo and attractions of more customers

When asked whether the logo changes had any effect on attracting new customers to NBK, 75% of the respondents responded in the affirmative while 25% did not agree about it





**Figure 4.10 New logo and its distinguishing the bank from the competition**

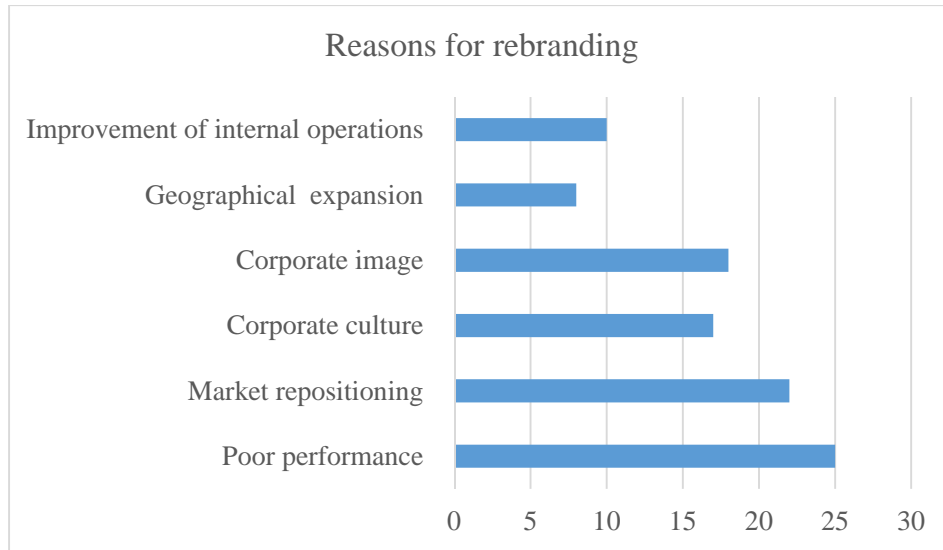
A logo communicates certain messages to current and prospective customers every time it is seen based on the logo characteristics. Understanding the importance of Logo marks the first and most important step in development of business logo. This implies that choice of colour, shapes, words, fonts and size of the new logo has created a huge positive impact on NBK clients since they are able to relate more to it and their needs meet better with the increased performance rate and different service provision techniques invented by the rebranding strategy.

#### **4.7 Overall perception of NBK staff on the bank’s rebranding**

This section introduces the reasons behind the rebranding at NBK, focus areas of the rebranding, the benefits achieved from the rebranding and the various challenges that emanated from the rebranding done by NBK.

##### **4.7.1 Fundamental reasons for rebranding**

When the interviewed NBK staff were asked to provide the fundamental reasons that necessitated the corporate rebranding, majority respondent that it was done as a measure to improve on the bank’s poor performance as shown in figure 4.11. Other major reasons given included market positioning (22%), corporate image (18%), corporate culture (17%) and internal operations improvement (10%).



**Figure 4.11 Reasons for rebranding**

The study established that the rationale behind NBK rebranding was the continued poor performance of the bank. Moreover, NBK sought to shed the tag of ‘government bank’ as it had been largely associated with the government and was seen by many as a bank for the government and government agencies. Furthermore, the NBK customer base, total deposits and loan book had stagnated for over five years. Since NBK changes its aesthetics, systems, colours, and culture, its rebranding can be placed in the middle. Moreover, Merrilees and Miller (2008) noted that rebranding is implemented to position the company better in the market which was the case of NBK. Another factor that led to rebranding was the need to increase the competitiveness of the bank and to transform the bank into the top tier from the middle tier. The bank aimed at improving turnover. The rebranding was also aimed at communicating to the market that its focus had changed. This was focused on repositioning the bank as a bank for retail as well as corporate banking.

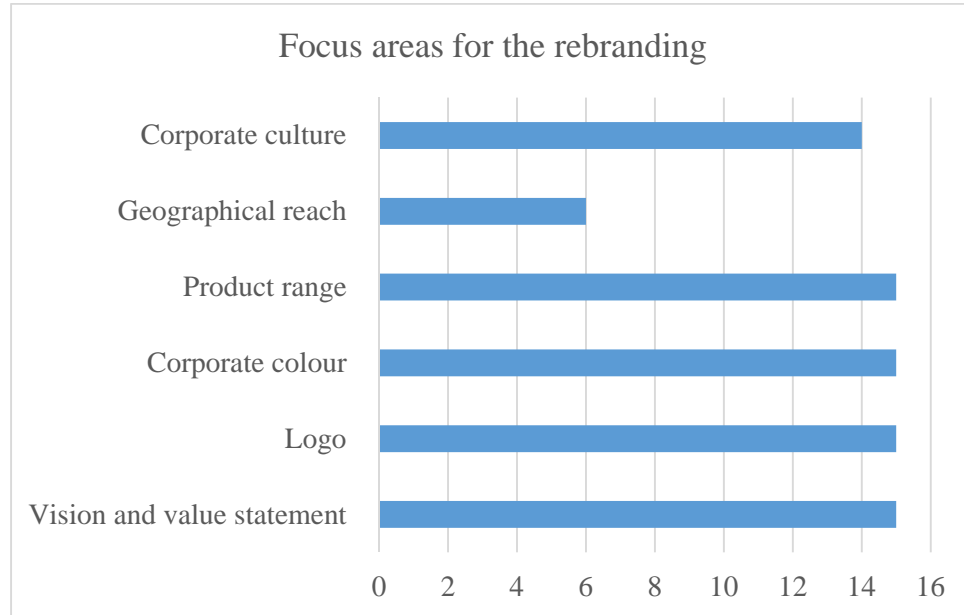
The rebranding of NBK was also aimed at transforming the corporate culture and image of the bank. The ‘public image’ which had been associated with the bank was not enabling the bank to grow. The bank was hence forced to shed off the public tag to enter competitively into business as well as retail banking. Moreover, most of the bank’s processes and employees had not been customer-centric before the rebranding. The

rebranding was aimed at instituting a transformation of the tag of being perceived as old-fashioned, inefficient, quasi-governmental and bureaucratic. NBK was also rebranded to pave way for its strategy to expand regionally. Economic integration in the region was reported to be a key driver of the rebranding. NBK rebranded to take advantage of the regional integration and expand into the neighboring countries of Uganda, Tanzania, Somalia, and South Sudan.

*"Through this transformation strategy, we want to regain NBK's glory and propel it back into the top tier banks by growing our balance sheet, expanding our market footprint, managing risks and streamlining costs," said respondent X*

#### 4.7.2 Focus areas of the rebranding

The study sought to assess the major focus areas in the rebranding process. The results in figure 4.13 indicate that the major focus of the rebranding was vision and value statement, (15%), the bank's logo (15%), corporate colours (15%), product range (15%), and corporate culture (14%) among others.



**Figure 4.12 Focus areas of the rebranding**

The key areas that bank changed in the rebranding included the change in logo, corporate culture, corporate colours, and product offering. NBK adopted brown and yellow as its new corporate colours on top of changing its logo. The bank did not only change its look but it also changed the way it did business. This was illustrated by how it changed its culture across the organisations and instilling a culture of customer focus and delivering quality service. Moreover, NBK revamped its retail outlets' feel and look. The rebranding was not a minor change but radical which involved the change in aesthetics, systems, culture and the way the bank operated. These results agreed with the observation of Shetty (2011) that rebranding can incorporate a radical change or just be a minor and modest change. Though the most observable change was in the colors and logo, the most radical change was in human resources.

Similarly, the rebranding sought to diversify the product offering by introducing new products including banc assurance, Islamic banking, agency banking, and diaspora banking. Correspondingly, the rebranding exercise sought to change the target market of the bank by engaging in corporate and small and medium enterprises (SME) banking.

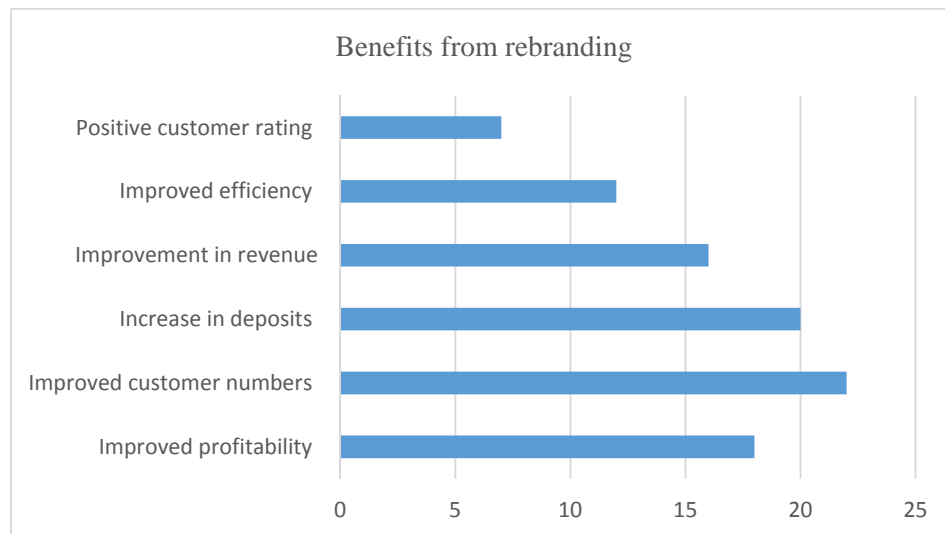
*“Our goal is to first grow and strengthen our presence in the local market before going regional. However, we have already commenced preliminary surveys of the regional market but we see it kicking off in the next twelve months,” said respondent X.*

*“This is a new beginning for us. We are not only changing our look but also the way we do things by instilling a culture change across the organisations to focus on customer requirements and deliver world class service. “As part of this rebranding exercise we will revamp our retail outlets look and feel which will lend itself to more efficient service delivery.” concluded.*

#### **4.7. 3 Expected benefits from the rebranding**

The study respondents were asked to expound on any benefits they envisaged the bank received as a result of the rebranding. This was in relation to market share, financial performance or image. The results are presented in figure 4.13. The results revealed that benefits were mostly realised in improved customer numbers (22%), deposits (20%),

profitability (18%), revenues (16%) and efficiency (12%). Benefits of customer focus (5%) and positive customer ratings (7%) received a few mentions.



**Figure 4.13: Benefits from the rebranding**

Benefits that accrued to the bank due to the rebranding included an increase in operating profits, revenues and customer numbers. Operating profits of NBK grew from Ksh 1.15 billion in 2012 during the start of the transformation process to Ksh 2.43 billion in 2014 after just two years after the rebranding.

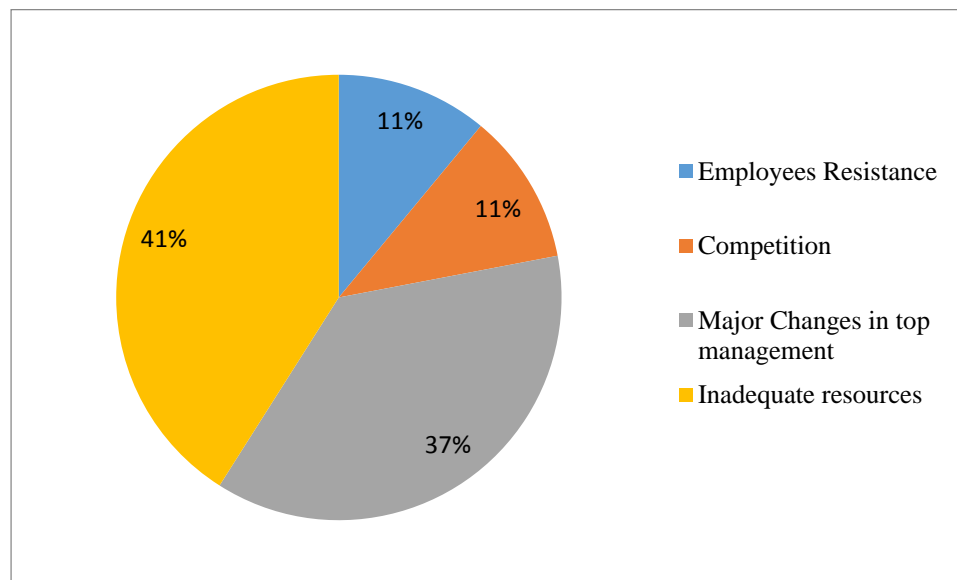
The rebranding exercise was successful and it enabled the bank to increase its customer base, deposits and profitability. An increase in revenues and customer numbers was credited to culture change and the introduction of new products and services under the new brand. For instance, Islamic banking, mobile and internet banking, and agency banking were able to bring huge benefits as the new brand became more successful in these fronts. The bank had recorded improvement in customer deposits as well.

This was due to the new positioning of the bank to provide services to new customer segments through Islamic banking, SME banking, and diaspora banking. Successful culture change had enabled the bank to be able to appeal to new customer segments including the youth and businesses.

Another benefit that accrued to NBK due to rebranding was in improvement inefficiency. The bank had rebranded as a leaner, less bureaucratic and efficient bank and it was able to achieve this through voluntary retirement programs and programs that were aimed at improving worker productivity. These results concurred with results by Shetty (2011) that organisations regularly rebrand to enhance their brand equity and operational efficiency.

#### 4.7.4. Challenges emanating from the rebranding

The study also assessed the challenges experienced in the rebranding process. Results shown in figure 4.14 indicate that inadequate resources were the leading challenge while the resistance of employees towards the changes had the least responses.



**Figure 4.14: Challenges emanating from the rebranding**

Challenges that the bank faced included raising resources for successful rebranding and inward transformation and resistance to change. Though there were a clear vision, plan, and deliverables for the rebranding, the process was marred by limited financial resources which impeded expansion plans, roll out of new products and training and development of staff. Another challenge that was noted to affect the rebranding was the restructuring in the top management team which impeded the progress of the rebranding. When the

rebranding was in its final stages, there was a massive restructuring of top management. This threw the process off course.

Competition from other established banks was another key challenge. The bank coped successfully with these by fine-tuning some of the rebranding plans, negotiating with stakeholders, creating new structures in the organisations hierarchy, training and enhancing communication in the bank. These were similar challenges faced by the rebranding of a bank in Zimbabwe where resources, difficulty in shedding government tag and competition for established banks were the key challenges (Makasi et al., 2014). The study established that rebranding at NBK had positively affected customer perception. This was illustrated by the positive reviews the bank received from customers, the public and international firms. The bank was also able to improve awareness of its brand in the banking sector. NBK hence seemed to be successful as Muzellec and Lambkin (2006) argued that rebranding is aimed at appealing to customer perception. This according to Muzellec and Lambkin incorporates a customer's responsiveness, impression, and awareness regarding the organisations and its product offerings.

The positive reviews mostly came due to the new culture of customer centricity, technology adoption and focusing on diverse segments of the commercial banking market. The bank had been able to shed the previous old-fashioned and bureaucratic tag that it had been long associated with. Moreover, the bank was awarded the 2014 Rebrand Award. This award was provided to NBK after wide consultations on how well the rebranding exercise had enabled the bank to reposition itself in the competitive commercial banking market. NBK was hence able to reinvigorate its brand and place itself in a position that can offer competition to its peers. The rebranding exercise was hence labeled as a success. These findings disagree with findings by Anisimova (2013) that rebranding can fail when customers are too much attached to the previous brand. The findings, however, agree with those from a study by Makasi et al. (2014) that customers had that rebranding enabled customers to have a robust positive impression of the bank.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents a summary of the findings, conclusions that can be drawn from the results and makes recommendations and suggestions for further research.

#### **5.2 Summary of Data Analysis**

##### **5.2.1 Effect of change of slogan on customer perception**

The study revealed that a change in NBK's slogan has impacted positively on customer perception. Majority of the respondents that is 80% indicated that they were aware of the new slogan while 82% indicated that they preferred the new slogan over the older one. A majority of the respondents also agreed that the new slogan stood out from the competition and was easier to recall. They also agreed that the new slogan is persuasive more than the previous one.

Generally, the change of the slogan was a positive move that cemented the relationship between the bank and its customers as well as put it on the path to attract new customers. A majority of NBK's customers developed a positive perception of the bank as a result of the rebranding initiatives,

##### **5.2.2 Effects of change of brand colour on customer perception**

The study also proved that a change in the corporate colours of NBK had a positive impact on customer perception. Majority of the respondents that is 87% were aware of the change in NBK's corporate colours, while 80% reported that they preferred the new colors over the previous ones.

The change of the corporate colours of NBK from green to brown and yellow worked to give the bank a new and easier recognition, as well as eliciting a positive emotional response from its existing and new customers. Also the choice of brown and yellow was as NBK's new corporate colours had a direct and positive impact on the bank's



customers. While brown expressed an image of a steady and reliable bank, yellow showed optimism and friendliness to customers

### **5.2.3 Effects of change of bank logo on customer perception**

The study established that the change in the logo also had a positive impact on customer perception. Majority of the respondents that is 87% were familiar with NBK's new logo, while 75% agreed that the new logo was attractive to customers. The study further established that NBK's new logo composed of two skewed rectangular shapes suggested a stable, secure and trustworthy bank. The logo being easily recognisable and identifiable made the bank's visual identity to stand out. This may have worked to attract new customers to the bank.

## **5.3 Conclusions**

### **5.3.1 Effect of change of slogan on customer perception**

Most of the respondents felt that the slogan is an important step in creating brand differentiation by helping the consumer with brand recall. Moreover, it was also agreed that the slogan through describing the product attributes captures consumer attention thus impacting the consumer purchase decision and the willingness to buy a product. The study found out that change in slogans has contributed to increased consumer purchase intention through brand differentiation.

### **5.3.2 Effects of change of brand colour on customer perception**

The study findings showed the importance of colour in communication and relationship building process to both consumers and brands. Thus it can be concluded that colour change as part of slogan or logo change promotes positive perception amongst consumers over the NBK brand.

### **5.3.3 Effects of change of bank logo on customer perception**

In sum, this study suggested that it not only the logo change that matters to a consumer but also the magnitude of a logo change and favorability that the logo has attracted. The degree of logo change can either creates more resistance toward the organisations or

likeability towards the organisations. Change in the bank logo can thus be concluded leads to positive customer perception.

#### **5.3.4 General staff response summary conclusion**

The study makes the following conclusions. First, NBK rebranded due to continued poor performance, poor corporate culture, to implement its regional strategy and to shed the government association. The bank aimed at improving the turnover by repositioning itself as an all-rounded bank serving diverse segments of the market. Moreover, most of the bank's processes and employees had not been customer-centric before the rebranding and hence sought a change of employee attitude towards customers. The bank also sought to enter the regional market through the rebranding. The target countries included Uganda, Tanzania, Somalia, and South Sudan.

Secondly, the study concludes that NBK in the rebranding process changed its corporate colours, logo, systems, organisational culture and corporate identity. NBK adopted brown and yellow colours in the place of the green that it had been previously associated with. The bank also changed the customer focus for its employees. Moreover, NBK revamped the look and feel of its retail outlets. The rebranding was hence radical one which involved changing the aesthetics, systems, culture and the way the bank operated.

Third, the study concludes that the rebranding process involved seven key practices. These included developing the vision and plan for the rebranding, involving all key personnel and engaging all the vital stakeholders. Other practices in the rebranding process included effective communication, training of employees, provision of resources and monitoring and evaluation of the implementation process. NBK contracted the services of McKinsey & Company to spearhead the rebranding process. The consultants did a market survey that informed the rebranding and the changes that came with the rebranding. The rebranding process was also led by senior management. The senior management was at the forefront of engaging stakeholders, ensuring that the capacity of employees was developed and ensuring that monitoring and evaluation were effectively conducted.

Fourth, the study established that NBK received various benefits from the rebranding. These included an increase in operating profits, revenues and customer numbers. The rebranding exercise was successful and it enabled the bank to increase its customer base, deposits and profitability. An increase in revenues and customer numbers was credited to culture change and the introduction of new products and services under the new brand. For instance, Islamic banking, mobile and internet banking, and agency banking were able to bring huge benefits as the new brand became more successful in these fronts. The bank had recorded improvement in customer deposits as well. This was due to the new positioning of the bank to provide services to new customer segments through Islamic banking, SME banking, and diaspora banking. Successful culture change had enabled the bank to be able to appeal to new customer segments including the youth and businesses.

Another benefit that accrued to NBK due to rebranding was in improvement inefficiency. Challenges that the bank faced included raising resources for successful rebranding, resistance to change and competition from other banks. Lastly, the study concludes that rebranding at NBK had positively affected customer perception. The bank received positive reviews from customers, the public and international firms. The positive reviews mostly came due to the new culture of customer centricity, technology adoption and focusing on diverse segments of the commercial banking market. The bank was hence able to shed the previous old-fashioned and bureaucratic tag that it had been long associated with. Moreover, the bank was awarded the 2014 Rebrand Award due to its ability to reposition itself in the competitive commercial banking market.

#### **5.4 Recommendations**

This section provides recommendations that were made in the study. First, any firm like NBK planning a rebranding should understand that a brand is not just corporate colours and a logo. A brand is the totality of the experiences, relationships, messages and interactions between the company and the customers. Rebranding hence should ensure that the new brand identity is aligned to the needs and aspirations of customers. Secondly, the company should maintain control of the rebranding process. This would ensure that there are enough resources to guide the process to the end effectively. To rebrand effectively, the firm should set clear strategic objectives and plan and ensure that there are enough resources to effectively implement the rebranding successfully. Third, in rebranding, the customer should always be in the mind of the company. The customer experiences the brand and decides whether the rebranding is successful or not. The customers should hence be involved in defining the new brand. Lastly, the study recommends that management should consider rebranding carefully and should only be undertaken when the value of an existing brand is dwindling or there are key changes in the environment that demands to rebrand. This is because changing the brand is a major risk as failure would become expensive and disruptive.

#### **5.6 Suggestions for Further Research**

The following areas are recommended for further research. First, this study was conducted at NBK but the true evaluation of whether the rebranding was a success was after the lapse of the strategic planning period in 2017. The study hence suggests that another study should be carried away from the visual identity rebranding and look into issues such as the effectiveness of the reasons for the rebranding and how they have affected customers' perception of the bank so far after the changes and the general performance of the bank. Secondly, the study recommends a similar study to be conducted in other companies that have recently rebranded such as NIC and Sidian Bank. This would inform the factors that led to the rebranding and assess whether the rebranding has enabled the companies to position themselves effectively in their respective markets. Such studies would inform policy and practice in rebranding.

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**APPENDICES**  
**APPENDIX I: QUESTIONNAIRE**

**SECTION A: General Information**

Please respond to the questions below by ticking in the boxes provided

1. Gender:    Male                          Female   

3. Your age:

18-24                       25-31                       32-38                       39-45  
 46-52                       53-59 60 or older

4. Your relationship to the bank?

Customer                       Staff

**SECTION B: Effects of Change of Slogan and Consumer's Perception**

Please respond to the questions below by ticking in the boxes provided.

	<b>YES</b>	<b>NO</b>
Are you aware of the change of slogan by NBK from 'Banking on Better' to 'The Bank Where You Belong'?		
Do you prefer the new slogan over the previous one?		
Do you think the new slogan makes NBK stand out from its competitors?		
Is the new slogan is easy to recall?		
Do you think the new slogan offers and suggests a solution to a problem?		
Do you think the new slogan persuades customers more to associate with the brand?		
Do you think the new slogan persuades potential customers more to join the bank?		

**SECTION C: Effects of Change of Corporate Color and Consumer’s Perception**

Please respond to the questions below by ticking in the boxes provided.

	<b>YES</b>	<b>NO</b>
I am aware of the brand colors change by NBK (from green hue to yellow and brown)		
I prefer the new brand colors over the previous		
I like being associated with the new brand colors more than the previous		
I have a more positive attitude about the new colors than previous		
The bank physical features are visually appealing to me more than the previous		
Employees are well dressed and appear neater compared to previous		

**SECTION D: Effects of Change of logo and Consumer’s Perception**

Please respond to the questions below by ticking in the boxes provided.

	<b>YES</b>	<b>NO</b>
I am aware of the logo change by the NBK from one square with a circle inside it to two horizontal squares		
I am familiar with NBK logo symbols		
I prefer the new logo to the previous one		
The new logo design invite more customers to the bank		
The new logo distinguishes the bank from its competitors		
The new logo is easy to recall and stick to customers mind over the previous		



**Section E: You're Perception as a customer over the rebranding done by NBK**

1. Did the change of color affect your awareness and perception towards National Bank of Kenya?

Yes

No

Kindly

explain.....  
.....  
.....  
.....  
.....  
.....  
.....  
.....

2. Did the change of logo affect your awareness and perception of the bank?

Yes

No

Kindly explain.....  
.....  
.....  
.....

3. Did the change of slogan affect your awareness and perception of the bank?

Yes

No

Kindly explain.....  
.....  
.....  
.....

4. Do you think the rebranding was done in a proper manner following the right procedures and channels?

Yes       No

If no, kindly indicate what they missed in the process and recommend what they should have done for future reference

.....  
.....  
.....

## APPENDIX II

### INTERVIEW GUIDE

My name is Sophie Adhiambo Otieno I am pursuing an MA degree Program in The University of Nairobi. As part of my degree Program requirements, I am required to conduct a study titled, **“INFLUENCE OF CORPORATE VISUAL IDENTITY REBRANDING ON CUSTOMER PERCEPTION: A CASE OF NATIONAL BANK OF KENYA”**.

You as a manager have been selected to participate in the interview because of your knowledge and experience in the operations of the Bank.

Thank you for your consent to participate in the Interview:

1. What are your responsibilities in this bank (branch?)
2. How long you have been an employee at NBK?
3. Describe your ideal customer that informed the rebranding?
4. Had you done any market research about your ideal client or your product/business that informed the rebranding?
5. How was the rebranding process implemented? (Communication to stakeholders, preparation of employees, engagement of consultants, planning of the process, stages in the rebranding, advertising, monitoring and evaluation).
6. What were your customer's responses upon communication about the rebranding?
7. What benefits has the bank received as a result of the rebranding? (Market, performance, image)
8. How has the change of brand colors from green hue to yellow and brown affected the clients?
9. How have the customers reacted to the change of slogan from bank on better to the bank where you belong at the bank?
10. How has the change of logo affected the customers?
11. Can you term the rebranding as a success?
12. If no ,what do you think hindered its success and kindly recommend solutions for future reference ,
13. In view of the changing customer needs, do you think the new brand provides the solutions customers need?
14. What is your view for the future brand identity at NBK?

Thank you

APPENDIX III

CERTIFICATE OF FIELD WORK



UNIVERSITY OF NAIROBI  
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This is to certify that all corrections proposed at the Board of Examiners meeting held on 22<sup>nd</sup> March 2019 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: K50/87012/2016

Name: ADHIAMBO SOPHIE

Title: INFLUENCE OF VISUAL IDENTITY REBRANDING

ON CUSTOMER PERCEPTION

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# APPENDIX IV

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Reg. No: K50/87012/2016

Name: Sophie Adhiambo Otieno.

Title: INFLUENCE OF CORPORATE VISUAL IDENTITY  
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Dr. Silas O. Onianwa  
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