

**RELATIONSHIP BETWEEN BRANDING PRACTICES AND MARKET
PERFORMANCE OF SMEs IN NAIROBI CITY COUNTY**

BY

JOHN MORIRA

SUPERVISOR: DR. MUYA NDAMBUKI

**A RESEARCH PROJECT PRESENTED IN PARTIAL FULFILMENT OF THE
REQUIREMENTS FOR THE AWARD OF MASTERS OF SCIENCE-MARKETING,
UNIVERSITY OF NAIROBI**

OCTOBER, 2019

DECLARATION

I, undersigned, declare this as my original work and not been submitted to any other college, institution or university.

Signed:

Date

NAME: JOHN MORIRA

D65/10541/2018

This Proposal has been presented for examination with my approval as the appointed Supervisor

Signed:

Date

NAME: DR. MUYA NDAMBUKI

Senior Lecturer

Department of Business Administration

School of Business

University of Nairobi

DEDICATION

The project is dedicated to my family and friends whose reassurance and support enabled me on.

They inspire me every day.

ACKNOWLEDGEMENT

I would like to express my gratitude everyone who supported and assisted me. In particular, would like to thank Dr. Muya Ndambuki, my supervisor for being patient and guiding me from the beginning to the end. I would like to thank family and friends for being understanding, patience and supportive at the time I was undertaking my project. I cannot forget to recognize reference of different scholars for their work that helped me come up with the project. Most notably I would like to thank Almighty God for availing me resources and energy to make this project a reality

ABSTRACT

The research attempted investigating Small and medium-sized enterprises (SMEs) which form primary enterprises in many nations, creating employment opportunities for many. Moreover, they contribute to enhancing and promoting improvements. The Study Outline how small and medium enterprises use branding practices in enhancing their effectiveness in market. Research addressed study problems: How have SMEs use branding practices; what factors have influenced the use of branding practices; and which approaches can SMEs use in ensuring better use of branding practices? Descriptive research design was used, where population intended were SMEs in Nairobi, 6000 in total. This study employed random sampling study, which meant samples were taken from various SMEs and sample size in research as 98 participants. Primary data, gathered using surveys, garnered 98 participants in total, in which descriptive analysis was used. Statistical Package for Social Sciences (SPSS) was used in analyzing statistics, which entailed mean, standard deviation and percentage, and subsequent correlation analysis to assess associations among research variables. Inferential statistics assessed variance of individual factors for research. Outcomes highlighted firm owners' perception of branding; as crucial to growth of their businesses. Moreover, use of these practices also hinged on nature and type of industry in question. Lack of firm resources prevented firms from deriving gains of these practices. This work also showed firms reduced charges to get more clients, whereas some established significant associations with their clients to offer better promotions and offers. The research endorses SMEs to use branding to handle client, competitor and handle firm outcomes, as well as solicit client data to inform future business actions. It stresses the need for executives and SMEs in incorporating changes in tech, and the business environment to handle human needs.

TABLE OF CONTENTS

DECLARATION	ii
DEDICATION	iii
ACKNOWLEDGEMENT	iv
ABSTRACT	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
LIST OF ACRONYMS	xi
CHAPTER ONE: INTRODUCTION	1
1.1 Background of the Study	1
1.1.1 Branding Practices.....	2
1.1.2 Market Outcomes	4
1.1.3 SMEs in Nairobi.....	5
1.2 Research Problem	5
1.3 Objectives of Study.....	7
1.4 Value of Study	7
CHAPTER TWO: LITERATURE REVIEW	8
2.1 Introduction.....	8
2.2. Theoretical Literature Review	8
2.2.1 Signaling Theory	8
2.2.2 Behavioral Theory.....	10
2.3 Empirical Review.....	10
2.3.1 Location Branding and Market Outcomes	11
2.3.2 Destination branding and Market Performance	12

2.3.3 Internal Branding and Market Outcomes	12
2.3.4 Branding new ventures and market performance.....	13
2.5 Summarization	16
CHAPTER THREE: RESEARCH METHODOLOGY	17
3.1 Introduction.....	17
3.2 Research Design.....	17
3.3 Population of the study	17
3.4 Sample Design and Sample size	18
3.5 Data Collection	18
3.6 Data Analysis	19
CHAPTER FOUR: ANALYSIS, RESULTS AND DISCUSSION.....	20
4.1 Introduction.....	20
4.2 Response Rate.....	20
4.3 Demographic Information.....	20
4.3.1 Years of Firm Operation	21
4.3.2 The number of Workers	22
4.3.3 The number of business branches	23
4.3.4 Approximate revenue generation	24
4.3.5 Revenue generation	24
4.4 Descriptive Statistics.....	24
4.4.1 Branding practices.....	25
4.4.2 Marketing Performance.....	26
4.5 The descriptive statistics on marketing performance.....	27
4.6 Correlation Analysis	28
4.7 Regression Analysis.....	29

4.7.1 Model of Fitness	29
4.7.2 Analysis of Variance	29
4.8: Regression of Coefficients.....	30
4.9: Discussion of the findings.....	31
CHAPTER FIVE: SUMMARY, INFERENCES AND RECOMMENDATIONS	33
5.1 Introduction.....	33
5.2 Summarization	33
5.2.1 Relationship of branding practices and marketing performance.....	33
5.3 Conclusion	34
5.4 Recommendations.....	34
5.5 Limitations of Study	35
5.6 Recommendations for More Research.....	35
REFERENCES.....	36
APPENDICES	40
Appendix 1:Part A. Demographics of the business	40

LIST OF TABLES

Table 4.1: Response Rate.....	20
Table 4.2 Presented the findings.	21
Table 4.3: Respondents' number of business branches	23
Table 4.4: Descriptive Statistics for branding practices	25
Table 4.5: Descriptive Statistics for marketing Outcomes	27
Table 4.6 presented the correlation analysis results.	28
Table 4.8: ANOVA Results	30
Table 4.9: Model Coefficients.....	30

LIST OF FIGURES

Figure 2.1 The conceptual framework is as shown in.....	15
Figure 4.1: Respondents' number of employees within business	22
Figure 4.2 showed the results of the data that was obtained regarding the Approximate revenue generated.....	24

LIST OF ACRONYMS

SMEs: Small and Medium Enterprises

MSEs: Micro and Small Enterprises (MSEs)

DMOs: Destination Management Organizations

CEOs: Chief Executive officers

SPSS: Statistical Package for Social Sciences

Std.Dev: Standard Deviation

CHAPTER ONE: INTRODUCTION

1.1 Background of the Study

The desire of firms to improve their performance in the market is the paramount push behind all marketing decisions and programmes, because the outputs of enterprises is cardinal to corporate wellbeing in business undertakings and also determines the continued existence of the firm in the business landscape (Ateke & Iruka, 2015). Market performance has thus continued to enjoy very attractive investigations from practitioners and academics (Ateke & Iruka, 2015; Adejoke & Adekemi, 2012; Asiegbu, Awa, Akpotu & Ogbonna 2011). Marketers have realized that it is no longer enough to just provide a value offering to the marketplace, and amass tangible assets; but they must also consider their brands as significant intangible assets (Liu, Hu & Grimm, 2010). Branding as a concept has been extensively researched by the academia and business practitioners (Marakarun and Panjakajornak, 2017; Kilie, *et al.*, 2016; Cetin, *etal.*,2016; Park and Bai, 2014) examining its impact on other market performance measures.

This study is grounded on Aron and Aron's (1986) self-expansion prototype arguing people become enticed into close associations for growth of their assets, standpoints, as well as individualities of others leading to intellectual restructuring that makes the other's possessions, outlooks, and individualities seem as one's own. Certo and Trevis (2011) signaling Theory shows consumers evaluate inklings showing how to try products or service. Plausible enlightenment show different dimensions send out detailed indications of varying significance to businesses. Ivan Pavlov (1890-1930) behavioral theory is more concerned with the decision making process that influence decision-makers on the need for branding of the SMEs rather than production costs, profitability, prices and revenues. Grant (1991) Resource Based View theory offers insight into strategy, and whose fundamental principle is that the basis for relative gain of

an organization depends predominantly on deployment of bundled resources. This will support the study from the perspective of the extent upon which SMEs have invested resources towards branding practices.

In Kenya, companies have adopted the much cheaper branding mechanisms based on the web, social media and other digital platforms. Gordon (2009) reported that for Kenyan companies, social media gives insights things surpassing time and space. The infiltration of smartphones and mobile technology has allowed companies get records of events as they happen (Communication Authority, 2015). Majority of the Kenyan companies have adopted social media and have full functioning social media accounts which they use as tools for branding. This has been used for gathering or sharing info. Social media is not the panacea of branding in Kenya but is alternative approach for communication. (Communication Authority, 2015). Branding has affected communication practices both desirably and undesirably, but the good is more than the bad.

1.1.1 Branding Practices

Branding practices is the process of enabling the business to stand out, live its brand and deliver the value that matter most to customers. These practices may take the form of giving your brand definition, creation of brand presence, logo definition and customer communication. Hankinson (2001) show despite being relevant, branding has never been applied correctly. This research offers information on important aspects affecting use of places in branding, with primary issues being organizational structure, managing collaborations, good variance and victory indicators. However, Anholt shows ‘branding is ethical in nature: evaluating present frameworks in complying with established ideas or not. (Anholt, 2006, p. 2). Nevertheless, site branding as an idea is ‘walking on thin ice’ as it solicits many concerns due to integrating many concepts. As shown for the research, present descriptions don’t consider ethical concerns.

Sabrina and Martin, (2010) sheds information on branding policies for small firms, as it is essential to their triumph and survival because it makes the process of getting customers easier. Branding practices commonly adopted by SMEs include those that have a product (Cruz-Ros 2012) or consumer orientation (Baldauf 2013), or strategies that differentiate themselves from other businesses based on these orientations. It is also a well-recognized proposition in literature (Craig et al., 2008; Flören, Jansen and Berent-Braun 2015) differentiation-competitive orientation applies for effective branding practices. Craig et al., (2008, 355) assert competitive orientation and product differentiation competitive orientation are the strategies most often used by SMEs. For this reason, the branding practices examined in the research as client and product differentiation. Researchers (Memili et al, 2010) showed promoting firms with distinct image, impacted how SMEs performed. Similarly, many others (Craig et al. 2008; Gundala and Khawaja 2014; Zellweger et al. 2012) contend that business branding can influence business success. Against this background, several relationships are hypothesized.

Brendan (2010) states, proper branding facilitated triumph as quality of the brand depended on certain key practices: capitalizing on advertising communication in enhancing awareness of the firm's brand, taking part in communal associations to increase status, bettering communication processes within the firm, as well as raising quality of customer care in the organization. Ojaso (2008) shows many SMEs ought to emphasize more on enhancing knowledge of their brand as a long-term approach.

From such perspectives, branding as a concept for Business has been extensively researched by the academia and business practitioners (Marakarun and Panjakajornak, 2017; Kilie, et al., 2016; Cetin, et al., 2016; Park and Bai, 2014), examining its impact on SMEs financial performance.

1.1.2 Market Outcomes

This is achievement of an organization, measurable by profit margins, client satisfaction, client loyalty, revenue from sales and upper hand in the market. Salojärvi, Ritala, Sainio, Saarenketo, (2015) argued client associations created desirable impact on the outcomes of the business, and technology had non-substantial yet desirable impact on the same. These impacts were amplified when collaboration amid marketing and Research and Development was great, giving insight on relative impacts of these procedures. Martin (2012) shows better market frameworks ensure optimum outcomes, and that organizational attitudes contribute significantly to branding. But also more competitive market structures ensure better outputs, and that firm conduct and industry-specific factors play independent roles. Alexander (1986).

Basing on Biais (1993), I found venture capitalist got better prices for their offering when business markets were uneven. As shown, risk-averse traders employ other approaches when markets are more open and transparent as different quotations removes doubt regarding price offering by others, decreasing need for intensive competition. Moreover, more openness creates negative impact on liquidity within the firm. Manzano (2002). Nevertheless, Vivien et al., (2017) suggest that, cueing in corporate entrepreneurship scopes of innovativeness, carefree and independence create desirable impact in how markets perform in calls, as outcomes in markets created an undesirable impact, even as proactiveness showed no impact.

Market performance can be measured using the marketing inputs. This refers to marketing actions like assessment, application, as well as alignment creating outcomes like client contentment, loyalty, as well as brand equity, ensuring greater monetary outcomes. Other immediate results are useful for ensuring better monetary outcomes. (Srivastava, Shervani & Fahey 2013)

1.1.3 SMEs in Nairobi

Many SMEs doubt e-marketing use as they entail great initial incorporation charges. Some don't comprehend the importance of this in improving profits of their businesses. Njau, Karugu (2014).

Waweru and Ngugi (2014). (MSEs) can greatly impact financial growth in the country, and inadequate information on market dynamics as well as qualms within business settings has restricted their growth, and affected their outcomes in the country. Karanja (2013) showed inventiveness affected development of these enterprises. Ability of executives in supporting better initiatives, creativity, invention and development of new substantially affected how these firms performed. In Kenya companies have adopted the much cheaper branding mechanisms based on the web, social media and other digital platforms. Gordon (2009) reported that for Kenyan companies, web platforms avail better methods of carrying out activities beyond time and space limitations. The infiltration of smartphones and mobile technology has allowed companies right to use to speech, photos and cinematic during events or afterwards. (Communication Authority, 2015). Majority of the Kenyan companies have adopted social media and have full functioning social media accounts which they use as tools for branding. This has been important in collecting or sharing data. Web platforms are alternative tool of communicating, sending as well as receiving statistics (Communication Authority, 2015).

1.2 Research Problem

Despite extensive discussion of benefits of having proper market outcomes, available reviews show varying outcomes. Charles and Noble (2002) assess how varying practices affect aspects of market outcomes, employing longitudinal method, with letters to investors for yearly reports. Furthermore, He examines relative impact of varying strategies and approaches which show

differing priorities in the organization. Hankinson (2010) showed branding being applicable despite being misunderstood. Research gives bits on issues influencing using sites as branding. Carmen Blain et al., (2005) Argues that, despite branding being used in many goods, it was risen in tourism matters. Destination branding isn't well highlighted in present studies, being restricted to destination management organizations (DMOs). Basing on this, research has three aims: to assess theoretical studies pertaining branding, to review and improve definitions of destination branding in relation to present trends in, as well as enhance knowledge in existing destination branding activities among DMOs. Outcomes shows despite widespread understanding, participants only apply chosen aspects of these ideas, especially dealing with creating logos. Ceridwyn et al., (2007) assesses varying impacts internally oriented initiatives create in labor, basing on worker's standpoint. In-depth interviews done with workers on varying services avail information on worker brand commitment.

In Kenya, there exist more micro and small enterprises but most of them do not grow to medium sized enterprises. As suggested in studies by Monk (2010) in Kenya, lack of branding affects the size of market share that SMEs command. On the other hand while increasing worldwide trade has benefited SMEs, many SMEs have not been able to gain competitive advantage from the globalization process (Forbes, 2015). At the moment, small SME industries can find, use and exploit available and counter tests. Moya (2011) linked inability among SMEs to adapt to the changing business environment to poor branding awareness to gain a share in the market. Khan (2013) argues that in today's business environment, products are not differentiated by quality but rather by consumer perception regarding particular products. This makes branding one of the basic tools to gain market share and realize sustainable growth. However, despite the underlying problem, as pointed by Wong (2005), despite numerous studies on branding, few have targeted

SME and brand administration. Merrilees (2007) showed lately, only big firms researched brand management, focusing entirely on end users. Gilmore and Cummins, (1999) showed this as restricted, and not influential of marketing ideologies. Though, the concept of branding has been extensively researched, little or none has been published on its nexus with market performance in SMEs and present literature does not adequately answer this important question: What impact does branding activities create on SMEs in market outcomes?

1.3 Objectives of Study

Goal of the research entails determining association amid branding practices and market outcomes of SMEs of Nairobi City County.

1.4 Value of Study

Managing SMEs would profit from outcomes of research seeing their knowledge on how brand practices has influence on market outcomes among SMEs, both for operations and profitability.

Government would also gain through knowing the relationship in branding practices and market performance of SMEs and also the benefits it has to the society. The study will help the Academic institutions to utilize outcomes in more studies in branding practices in SMEs. Business students would comprehend impact of brand in SMEs and growth Market performance.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

It mainly deals with evaluation of related literature relevant to objectives presented. It covers these topics; Branding as a concept, customer service orientation, product orientation and its effect on market performance and effect on market performance, distinct name as a branding practice, effect of promotion of the SME as a business to stakeholders on market performance.

2.2. Theoretical Literature Review

This theoretical framework deals with theories which have contributed to the relevance of branding in growth of SMEs. The theories include institutional as well as technology acceptance models.

2.2.1 Signaling Theory

The Signaling Theory attempts to explain how consumers reflect upon the attractiveness of an organization. As mentioned before, the corporate brand can be used to convey symbolic traits or characteristics of an organization, which are known as organizational attributes (Backhaus 2010). The Signaling Theory “suggests that consumers look for clues to indicate what it would be like to try a product of service from a company. As a possible explanation it can be assumed that each dimension sends out specific signals and values which have different importance to the participants” (Liz, 2012) . Organizational attributes are characteristics and clues about the organization which potential buyers receive as predictors of buying conditions and intentions. For example, innovativeness or prestige might be symbolic attributes that prospective buyers find attractive within branding (Backhaus et al, 2002; Backhaus & Tikoo, 2004; Bakanauskiene et al., 2011; Lievens & Highhouse, 2003).

This is essential as buyers need accurate information about a firm in order to evaluate if the company’s product offerings match their needs and requirements (Backhaus et al, 2002).

However, in most cases the information gained buyers are limited and therefore they need to use the available parts of the communication they can get from the organization which for example is the brand associations (Backhaus et al, 2002). Moreover, previous studies show significance of the figurative traits surges when the practical aspects of a product or service are hard to differentiate. To avoid the problem discussed above, the Signaling Theory is a good concept to consider. The Signaling Theory is used by prospective buyers to improve their ability to make rational choices when evaluating potential organizations by their characteristics. The Signaling Theory is trying to explain how organizational branding is used to convey the symbolic benefits gained from buying form the organization and how this can be distributed by the image (Backhaus et al.,

2004; Bakanauskiene et al., 2011). Lievens and Highhouse (2003) and later Bakanauskiene et al., (2011) identified two main categories of characteristics in firm allure; instrumental and figurative attributes. The instrumental qualities entail the utilitarian and functional aspects of a brand whereas the symbolic attributes concerns the self-expressive features.

Lievens and Highhouse (2003) have found that implications on symbolic traits within companies have an incredible value in relation to the instrumental attributes when looking at organizational attractiveness. Together these instrumental and symbolic attributes shape the organization's brand image and brand attractiveness of an organization (He & Lai, 2014). Hence, these are the attributes a prospective buyer uses when deciding which organization to buy from.

Through the signaling theory, the organization brand attractiveness has been discussed. This shows how the signaling theory is relevant to the current study.

2.2.2 Behavioral Theory

The behavioral theory, the approach is more concerned on choice procedures impacting decision-makers in growth of SMEs rather than production costs, profitability, prices and revenues. Firms are assumed to be hyperopic and tied to their operating standard procedures. They possess capabilities and differential characteristics and can make long-term investment decisions thus have unique potential to grow (Hayter, 2007). Basing on behavioral theory as well as studies of SME internationalization, it shows SMEs strengthen spreads when stressed on working with restricted resources, or when properly set for great slack levels. restrained levels of slack result in a domestic focus by SMEs (Andreea N. Kiss 2018). Behavioral theory also pinpoint the behavioral roots of superior performance, where "behavioral" denotes "being about mental processes." Such roots are identified in behavioral deviations from market efficiency. The causes of these deviations are behavioral factors that bound firms' ability to pursue and compete for superior, Gavetti (2012).

2.3 Empirical Review

It is well supported in literature that the branding practices adopted by a business influence the marketing performance of that business (Blombäck and Botero 2013; Kotler and Armstrong 2010). Branding practices commonly adopted by SMEs include those that have a product Cruz & Cruz-Ros (2012) or consumer orientation Samanta (2011), or strategies that differentiate themselves from other businesses based on these orientations. From the conceptual framework, it can be seen that “Location branding”, “Destination branding” and “Internal branding” serve as predictor variables, and “Marketing performance” is response variable. Each aforementioned variable will be elaborated in an experiential works review.

2.3.1 Location Branding and Market Outcomes

Hankinson (2010) propose branding as significant despite being misunderstood or misinterpreted differently. His research shows perceptions into crucial aspects affecting creation and development of strategic places in branding. Chosen factors included firm complication, supervising enterprises, good involvedness and success evaluation. It settles, nevertheless, branding of locations as achievable, suggesting creation of agenda for more research in addressing factors identified. Jonathan Hall (2004) shows principles of approach, team structure, procedure detail and approach for strategic resolve and inventive implementation, as well as providing deeper deductions pertaining site branding initiatives.

Peter Van (2002) suggests various instances of location being used in branding, showing how it has become trendy. Pertaining place branding with some strands of constructivist thoughts and exploring likely outcomes in studying patriotism and democracy. Cold branding with liquid nitrogen as a coolant appears to have an excellent potential for producing a durable recognizable mark on fish. The most frequent complaint voiced against cold branding has been a high variability in the quality and subsequent recognition of the mark. Four aspects of cold branding were tested and found to be effective in reducing variability in the quality of the brands. These are: use of branding tips with open simple designs and thin clean lines, application of the brand to selected locations on the fish for a controlled period of time, and utilization of the ability of fish to change hues during subsequent examinations for marks, R. F. Raleigh et al., (1973). In so, this hypothesis is formulated: H1: A desirable association exists amid use of a “Location branding” as well as “Marketing performance” in SMEs.

2.3.2 Destination branding and Market Performance

Despite branding being used widely in many products, tourism endpoint branding as comparatively new spectacle. Most especially, it rests barely defined to many practitioners in destination administration firms (DMOs) and is not well represented in the tourism literature. Carmen Blain et al.,(2005) However, Morgan (2007) Sheds light by suggesting that, Present competitive marketplace, many destinations are incorporating branding methods like those of 'Coca Cola', 'Nike' and 'Sony' in an effort to differentiate their identities and stress exclusivity of their offering. Steven pike (2005) argues that, whereas interest in using brand theory to practice in tourism is increasing, there is a paucity of published research with which to guide DMOs. Only little discussion on complexity involved in capturing essence of a multi-attributed destination with a succinct and focused brand position, in a way that is both meaningful to multiplicity of intended audiences of interest to shareholders and efficiently distinguishes destination from rivals.

Based on literature, this study hypothesis has been formulated: H2 Desirable association exist amid use of a “product differentiation” and “marketing performance” in SMEs.

2.3.3 Internal Branding and Market Outcomes

Ceridwyn et al., (2007) showed effects of oriented enterprises within a firm’s labor, as well as its corresponding effect on its brand, basing on the workers angle. Detailed interviews were done with staff of varying service firms, outcomes providing understanding on staff brand commitment. Carley (2010) argues that, business branding impression emphasized workers commitment and behavior in the organization. It led to growth of internal and proprietor branding, arguing for deep orientation amid staff values and business brand. Despite this, various studies have availed platforms for synergizing present concepts for realizing dependable,

steadfast business brand. The research tries exploring and linking the three concepts of branding basing on a new outline.

The rise in business marketing and corporate branding created awareness of the importance of workers in corporate marketing and corporate branding procedures. Historical analysis of corporate-level constructs from 1950s by Balmer shows various ideas like image, identity, as well as branding and corporate reputation, Punjaisri K., Wilson A. (2017) .

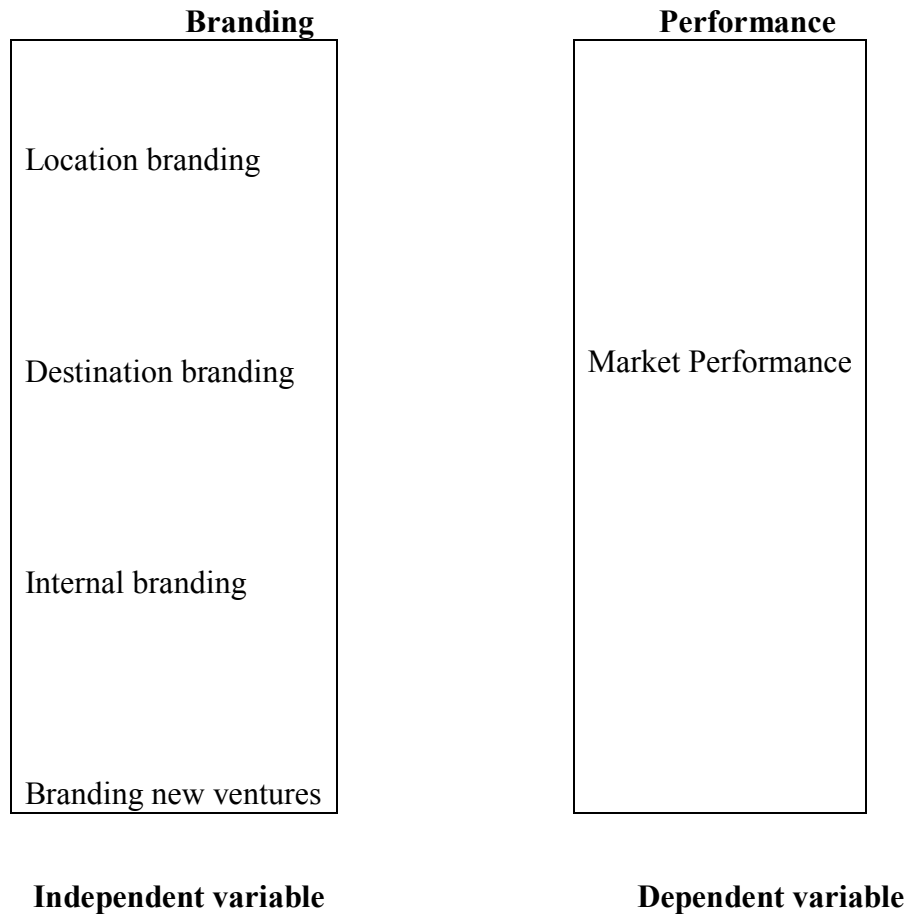
Given aforementioned mentions, these hypotheses articulated and were exposed to empirical testing: H3 An desirable association exists amid “promotion of SMEs” as well as “marketing performance” in SMEs.

2.3.4 Branding new ventures and market performance

Sabrina and Martin (2010) show summary of present practices as well as foundation of brand building undertakings choices; highlighting emblematic drawbacks pertaining branding. It suggests that young companies should not be forced to compare their branding strategies to multinational firms and proposes a framework and key guidelines for start-up branding. Leitch and Richardson (2003) on their piece proposes “brand web” model for creating and analyzing corporate brands and its associations. It is especially relevant in new undertakings resulting from alliances. To deploy brand web model, marketers ought to consider power associations amid corporate brands; their identities and subsequent values; goals of each; and comparative approaches useful in achieving these goals. Queries posed in context of the semiotic model of corporate identity. However, Abimbola, T. (2001) argues that the work attempts to establish branding as marketing approaches pertaining business missions in creating demand and subsequent relative gain. It shows relevance of branding in SMEs, highlighting appropriate frameworks these SMEs could follow to create fruitful brand. Kippenberger (2000) shows co-

branding (the bringing together of two or more independent brand names in support of a new product, service or venture) as substantial factor in branding. States co-branding may create significant gain among workers involved. Due to the literature summary, this study hypothesis has been formulated: H4 shows desirable association amid use of a “Branding new ventures” and the “marketing performance” of SMEs.

Figure 2.1 The conceptual framework is as shown below



Research Data (2019)

2.4 Research Gaps

In studying branding practices, there is a need to create better frameworks to branding that is specific to SMEs. Empirical literature highlights various authors having incorporated brand conceptualization method. (Okoroafo and Koh 2009; Beck and Kenning 2015; Botero et al. 2013, Sundaramurthy and Kreiner 2008); the brand equity metric policy as shown by Simon & Sullivan (1993), Kamakura & Russell (1993), Ailawadi, et al.,(2011), Srinivasan, et al.(2009) as well as Yoo, et al., (2011) & Ambler (2008) have tried to assess foundations of market performance. The researcher established necessity for more studies to

elicit greater comprehension of precursors in market performance as relates to branding practices for SMEs and more so in the Kenyan context. As a whole this research fills the gap and takes this further to determine how those branding practice variables affect marketing performance for SMEs in Kenya

2.5 Summarization

It highlighted association amid branding practices and market performance metrics. The literature showed that whereas existing data pertaining brand practice measures had positive impact on market performance and firm performance, many studies assessed associations amid branding practices and its outcome. For instance, Srinivasan et al., (2004) calculated impact of customer decision probability in buying, as well as brand's influence margin in the business, Kim et al., (2009) investigated purchase intentions of customers in relation to family businesses.

Other researchers used regression methods to show links amid seeming quality and share prices, while others highlighted how attitude impacted business share value as well as future incomes from the same. The results from the studies discussed in literature provided credible data on links amid branding practice and market performance. Despite this, many reviews were chiefly descriptive, covering other jurisdictions not specific to Kenyan context and for the SMEs perspective. Research didn't avail data on how branding practices impacted brand's market outcomes in the SME sector, thereby providing scanty information on what executives perform (like branding choices) in improving equality in services sector.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Introduction

The section presents narrative of chosen research design, entailing approaches and methods used i.e. what was done and how was done. It comprises various sections highlighted in a certain order.

3.2 Research Design

As per Kothari (2007), this is as the planning of conditions in gathering and analyzing statistics to create significance as per the purpose of research. A research design is theoretical configuration upon which research bases; comprising plan for gathering, measuring and analyzing data. Research will adopt descriptive research design as was not limited to gathering and describing but also investigated existence of links amid business' branding practices strategies with its growth. Other minor variables will include the value of the firm after adoption of branding practices strategy, and profitability, risk and growth.

Descriptive research design was used for specific and properly defined problems. Data collection exercise was not flexible but rigidly specified. One of the major importance of this on assessing rate at which it occurred or extent to which variables are taken.

3.3 Population of the study

Intended populaces were small and micro enterprises (SMEs) located within Nairobi. As per Nairobi County Licensing Department (2018), 6000 licensed businesses existed among SMEs within Nairobi. It formed populace used in research.

3.4 Sample Design and Sample size

This study employed random sampling techniques in choosing firms. Based on the Yamane's formula, 98 owners of SMEs of licensed enterprises formed the sample size where deductions of populace were established. Yamane (1967) arithmetical plan was employed to find sample size from business enterprises operating in Nairobi City County.

$$n = \frac{N}{1 + (N) * (E * E)}$$

n – sample size, N – Population Size, E – 0.1, at 90% confidence level.

$$n = \frac{6000}{1 + 6000(0.1 * 0.1)}; n = 98$$

Study therefore selected 98 SMEs to participate in the study; it is from these SMEs that data was collected

3.5 Data Collection

Data was gathered using closed ended surveys.

The Questionnaire had three parts where part A business demographics, part B branding practices and part C market performance.

The respondents were the owner's managers, CEOs, Finance managers whose opinions reflect the practices on how branding affected market outcomes. Survey was used in gathering needed data. 98 respondents who was the Owners managers of the SMEs were included in questionnaire, employing drop and collect technique, researcher administered surveys and then was collected

within 5 days. Additional letters were added to survey to increase the rate of responses, highlighting what needed to be done.

3.6 Data Analysis

As per Cooper and Schindler (2008), descriptive analysis entails altering raw data to tables, having frequency distribution percentages for better data interpretation, because of this, surveys gathered are assessed for wholeness. Gathered data is then analyzed by Statistical Package for Social Sciences (SPSS). Data pertaining participants' and firms' demographic information firm is assessed by frequencies and percentages.

Correlation analysis was useful in assessing substantial issues by p value of 0.05 as base. Inferential statistics including regression analysis examined proportion of variance due to singular issues.

CHAPTER FOUR: ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The segment was on assessments of results portrayed after analyses of the raw data. The findings were provided in terms of themes that were reflected in the objectives and presented in charts, graphs and tables.

4.2 Response Rate

The scholar distributed 98 tools as corresponded with the sample size. Some of the questionnaires were not filled up while some were partly filled or had errors. Of this 98 distributed, 81 were completely responded to. This was 89% rate of response. This response rate is very good as asserted by Babbie (2004) who indicated response rate of 50% is acceptable, 60% as good whereas more than 70% as extremely good. Table 4.1 highlights tabulated reply rate.

Table 4.1: Response Rate

Response	Frequency	Percent
Returned	81	89%%
Unreturned	17	11%
Total	98	100%

Research Data (2019)

4.3 Demographic Information

The researcher collected information regarding the SMEs, such date including years firm was operating, number of workers and branches, as well as revenue gathered. The segment presented scrutiny of demographic information.

4.3.1 Years of Firm Operation

The investigator attempted to find out duration of operation of the firm.

Table 4.2 Presented the findings.

<u>Statements</u>	<u>Frequency</u>	<u>Percent Valid</u>	<u>Percent</u>	<u>Cumulative Percent</u>
<5years	50	61.7	61.7	61.7
5-10 years	18	22.2	22.2	84.0
10-15 years	6	7.4	7.4	91.4
above 15 years	7	8.6	8.6	100.0
Total	81	100.0	100.0	

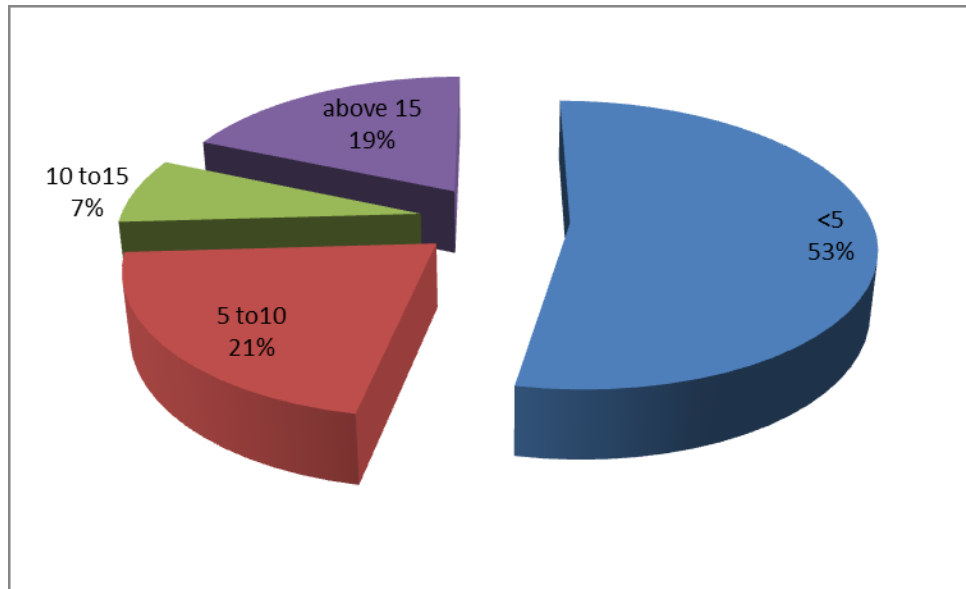
Research Data (2019)

Findings in table 4.2 showed that 61.7 percent of SMEs doesn't move beyond 5 years and only 8.6 percent of SMEs move above 15years in operation. This implied that most of the SMEs in Kenya Start but doesn't support themselves beyond 5 eons.

4.3.2 The number of Workers

Researcher also attempted to find out employees represented.

Figure 4.1 showed the results of the data that was obtained regarding the number of employees.



Research Data (2019)

Figure 4.1: Respondents' number of employees within business

Outcomes from Figure 4.1 showed that most SMEs in Kenya have less than 5 employees in their business enterprise which is equivalent to 53 percent of the total Respondents of SMEs in Kenya. 5 to 10 employees take 21 percent, above 15 percent occupy 19 percent and lastly 10 to 15 occupy 21percent of respondents in their organization. This Implies that Most SMEs in Kenya have less than 5 employees in their business and only 19 percent have more than 15 employees in their business.

4.3.3 The number of business branches

Further, the number of business branches was analyzed and the respondent provided in table 4.3.

Statements	Frequency	Percent Valid	Percent	Cumulative Percent
none	50	61.7	61.7	61.7
1-5	25	30.9	30.9	92.6
5-10	4	4.9	4.9	97.5
more than 10	2	2.5	2.5	100.0
Total	81	100.0	100.0	

Research Statistics (2019)

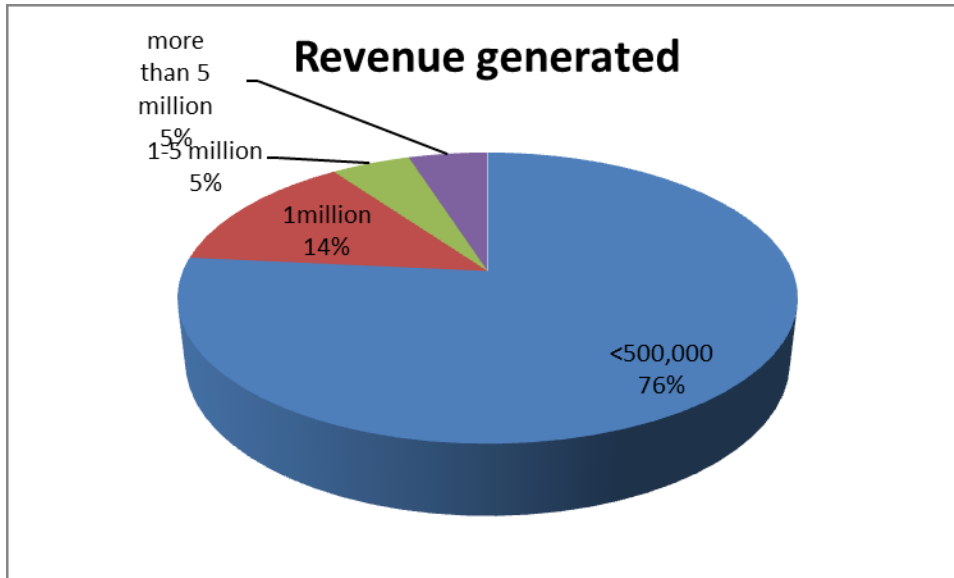
Table 4.3: Respondents' number of business branches

Outcomes from table 4.3 showed many participants Acknowledged SMEs in Kenya have no branches which represents 61.7 percent of the Respondents. 1 to 5 branches represents 30.9 percent, 5 to 15 branches represents 4.9 percent and above 10 branches represents 2.5 percent. This implied that most of the SMEs in Kenya have no branches but very few have more than ten branches which occupy 2.5 percent of the respondent.

4.3.4 Approximate revenue generation

The investigator also attempted to establish revenue generated through SMEs per month.

Figure 4.2 showed the results of the data that was obtained regarding the Approximate revenue generated.



Research data (2019)

4.3.5 Revenue generation

Figure 4.2 Explains that most SMEs in Kenya generates less than ksh 500,000 revenues per month which represents 76 percent of the respondent, 1million revenue generation per month represents 14 percent , 1 to 5 million represents 5 percent and above 5 million also represents 5 percent. This implies that Most SMEs in Kenya generate revenue of less than ksh 500,000.

4.4 Descriptive Statistics

Specific descriptive that were reported included the percentages, the mean and the standard deviation.

4.4.1 Branding practices

The participants were requested to show extent of agreement regarding the choice of branding practices. The responses provided were on a Likert scale of 1= never, 2= rarely, 3= sometimes, 4= often, 5= always.

Table 4.2 showed descriptive statistics on branding practices.

Table 4.4: Descriptive Statistics for branding practices

Statements	never	Rarely	sometimes	often	always	Mean	Standard Deviation
We use pricing for branding	13.58%	9.88%	18.52%	19.75%	38.27%	3.59	1.43
We use colour for branding	13.58%	1.23%	13.58%	9.88%	61.73%	4.05	1.43
We belief state of birth impacted buyer choice in consumers	3.70%	11.11%	19.75%	35.80%	29.63%	3.77	1.11
According to us linking of products with group of company created preference for such product	11.11%	8.64%	25.93%	40.74%	13.58%	3.37	1.17
We believe customers buy only branded products	9.88%	8.64%	16.05%	24.69%	40.74%	3.78	1.33
We belief products endorsed by celebrities are better branded	4.94%	8.64%	27.16%	33.33%	25.93%	3.67	1.11
We feel company Sponsorship create stronger brands	2.47%	2.47%	29.63%	30.86%	34.57%	3.93	.98
We invest in outdoor Marketing	9.88%	4.94%	24.69%	14.81%	45.68%	3.81	1.33
We invest in Advertisement	14.81%	9.88%	11.11%	17.28%	46.91%	3.72	1.50
We use place for branding	11.11%	11.11%	24.69%	40.74%	12.35%	3.32	1.17
Average						3.70	1.26

Research Data (2019)

The findings on Table 4.4 showed many participants who 58.02% settled on using pricing for branding in their business. The results also showed many participants, 71.61% settled to only using color for branding to improve their market performance. Additionally, 65.43% of the

respondents agreed that they believe state of birth impacted buyer choices among customers. Further, those who agreed that linking products with firms created inclination for chosen goods were 54.32%. Furthermore, 65.43% agreed that customers buy only branded products. However, 59.26% believe products endorsed by celebrities are better branded and those who feel company sponsorship create stronger brands were 65.43%. Some agreed to invest in outdoor marketing as branding practices were 60.49%. Some respondents also agreed to invest in advertisement as a way of branding their business.

Finally, some decided to use place for branding their enterprises in order to influence marketing performance and these were 53.09%.

Mean of the respondents was 3.70 further supporting the agreement to the statements regarding the branding practices. More so, the std.Dev of 1.26 showed that there were variances although the variation was low.

4.4.2 Marketing Performance

The respondents were requested to show extent of their agreements regarding the Marketing performance. The responses provided on Likert scale 1= strongly disagree, 2= disagree, 3= not sure, 4= agree, 5= strongly agree .

4.5 The descriptive statistics on marketing performance

Table 4.5: Descriptive Statistics for marketing Outcomes

Statements	Strongly disagree	Disagree not sure	Agree	Strongly agree	Mean	Standard Deviation
Our sales have grown significantly	2.47%	7.41%	18.52%	50.62%	20.99%	3.80 .94
Our market share have grown significantly	2.50%	10.00%	17.50%	56.25%	13.75%	3.69 .92
Our sales growth rate have improved	1.23%	6.17%	24.69%	49.38%	18.52%	3.78 .87
Our after- tax return on assets have improved over years	2.47%	13.58%	30.86%	39.51%	13.58%	3.48 .98
Our net profit after tax have grown significantly	1.23%	14.81%	29.63%	40.74%	13.58%	3.51 .95
Our financial Liquidity have grown over years	3.70%	7.41%	27.16%	46.91%	14.81%	3.62 .96
Our public image have significantly improved	2.47%	2.47%	19.75%	48.15%	27.16%	3.95 .89
Our Customer loyalty have improved over years	2.47%	0.00%	18.52%	50.62%	28.40%	4.02 .84
our customer gives us referrals	2.47%	2.47%	13.58%	48.15%	33.33%	4.07 .89
Our ROI has been Increasing over years	2.47%	12.35%	38.27%	32.10%	14.81%	3.44 .97
Average						3.74 0.92

Research Data (2019)

Outcomes on Table 4.5 showed many participants, 71.61% agreed that their sales have grown significantly and some also agreed that their market share have grown significantly and these were represented by 70%. However, other respondents confirmed that their sales growth rate have improved by 67.90% .Some agreed that after tax return on assets have improved these were 53.09% ,and also many confirmed that their net profit after tax have grown significantly and these represents 54.32%. More so, respondents agreed that their financial liquidity have grown over the years by 61.72% and some also acknowledged that their public image have significantly

improved by 75.31%. Other Respondent also agreed that their customer loyalty have improved over years representing 79.02%. Nevertheless, many respondents agreed that their customers gives them referrals and this represented 81.48%. Finally, some respondents also agreed that their ROI has been increasing over the years this represented 46.91%. The responses mean was 3.74 which further supported the agreement to the statements regarding marketing performance. More so, the standard deviation 0.92 showed replies varied although variation was low.

4.6 Correlation Analysis

Correlation analysis also done in determining forte as well as course of association amid predictor and response variable. Pearson’s correlation which runs between -1-1 was used to test the correlation. A coefficient on the negative side showed that the relationship was negative, a coefficient of 0 showed that there was no correlation while a positive coefficient showed a positive relationship.

Table 4.6 presented the correlation analysis results.

Correlations			
		Average marketing performance	Average branding Practices
Average marketing performance	Pearson Correlation	1	.767**
	Sig. (2-tailed)		.000
	N	81	81
Average branding practices	Pearson Correlation	.767**	1
	Sig. (2-tailed)	.000	
	N	81	81

Research Statistics (2019)

The correlation results on Table 4.6 showed that branding practices were favorably as well as substantially linked ($r=0.77$, $p=0.000$). Results also showed branding activities are also positively

as well as substantially linked($r=0.77$, $p=0.000$). It implied introducing new branding practice would lead to an improvement or desirable impact on business outcomes.

4.7 Regression Analysis

Multiple regression analysis conducted to determine association amid predictor and response variable.

4.7.1 Model of Fitness

A model of fitness highlighted in Table 4.7

Model Summary

<u>Model</u>	<u>R Square</u>	<u>Adjusted R Square</u>	<u>Std. Error of Estimate</u>
1	.767 ^a	.588	.583

Research Data (2019)

The results indicated an R squared of 0.59. This means predictor variables explained 74% of total variation in the dependent variable. The remaining 41% was shown other aspects not contained within the study.

4.7.2 Analysis of Variance

F-test carried out to assess impact of predictor variables on response variable concurrently. F-statistic test simply shows if predictor variables of model impact response variable.

Table 4.8: ANOVA Results

ANOVA^a

Model	Totally of Squares	df	Mean Square	F	Sig.
Regression	21.086	1	21.086	112.844	.000 ^b
1 Residual	14.762	79	.187		
Aggregate	35.848	80			

Research Data (2019)

Based on outcomes of ANOVA Test or F-test of Table 4.8, got F-calculated as 112.844, which was greater than F-critical (2.53) having significance of 0.000. As this level of $0.000 < 0.05$ we conclude predictor variables influence market outcomes and this meant overall, it was significant. This implied that model would be significant in explaining the market performance. This is in line with (Ateke & Iruka, 2015; Adejoke & Adekemi, 2012; Asiegbu, Awa, Akpotu & Ogbonna 2011) who argues that, Market performance has thus continued to enjoy very attractive investigations from practitioners and academics .Also, Salojärvi, Ritala, Sainio, Saarenketo, (2015) agrees consumer association created affirmative impact on market outcomes.

4.8: Regression of Coefficients

Table 4.9: Model Coefficients

Statements	B	Std. Error	Beta	t	sig	
(Constant)	1.326	.227		5.827	.000	
1 Average branding	.638	.060		.767	10.623	.000

Research Data (2019)

The model coefficients result in Table 4.9 showed that the variable branding practice created affirmative and substantial association with outcomes($\beta =0.77$, $p=0.000$). The results revealed that the variable branding practices created affirmative and substantial association with market performance. Thus, regression equation would be

$$Y=a+bx$$

$$\text{Market performance}=1.33+0.77 \text{ branding practices}$$

$$Y= 1.33+ 0.77X$$

Where;

Y= Market performance

X = branding practices

The equation shows coefficient in branding practices as 0.77, showing in each extra branding practice, one should expect an increase in market performance on average of 0.77 if all aspects stay constant due to the positive association.

4.9: Discussion of the findings

Branding practices as discussed in this study, created affirmative influence in market outcomes among SMEs of the city. This is in agreement with; Baumgarth (2010) who argue that configuration of brand alignment archetype is maintained by outcomes. Outcomes show affirmative impact of brand orientation in market and financial outcomes. Minor firms show exhibit smaller phases in brand orientation compared to their bigger associates, to their tactical shortcoming. However, Trademark novelty contributes greatly to market alignment and structural knowledge of market outcomes, but does not contribute to internationalization and firm outcomes. Lacking invention limits market outcomes even when internationalization, market alignments, and firm learning are present Nguyen et al., (2016). Abimbola (2001) show branding as promotion attitude

relevant to entrepreneurial mission in enhancing demand thus leading to relative gain. It aims to show suitability of branding among SME, as well as recognize applicable strategies SMEs follow to create fruitful brand.

CHAPTER FIVE: SUMMARY, INFERENCES AND RECOMMENDATIONS

5.1 Introduction

It outlines summary of outcomes, inferences and endorsements, done as per study goals. Its purpose was to establish the relationship of branding activities market outcomes among SMEs in Nairobi city through descriptive analysis. Specifically, it attempted solving problem; Association in branding practices relating to market outcomes among SMEs? Does branding practices influence market performance? It used a descriptive research design and targeted business owners, marketing managers and directors whereby survey was adopted to gather data. This was scrutinized using descriptive and inferential statistics.

5.2 Summarization

Specific factors considered for this study were branding practices and marketing performance. Analysis was done by Statistical Package for Social Sciences (SPSS). Statistics gathered on demographic data, participants as well as form was assessed basing on rates and proportions. Correlation analysis attempted to assess substantial issues using p value of 0.05 as base. Inferential statistics including regression analysis assessed extent of variance due to individual issues.

5.2.1 Relationship of branding practices and marketing performance

One research objectives entailed determine association of branding practices with market outcomes in SMEs. It showed branding practices exhibited affirmative and substantial association with market outcomes of SMEs. It based on

(Memili et al, 2010) who has fruitfully shown promoting firms with distinct brand contributed to research outcomes among SMEs. However, Branding as a concept has been extensively researched by the academia and business practitioners

(Marakarun and Panjakajornak, 2017; Kilie, et al., 2016; Cetin, et al., 2016; Park and Bai, 2014) examining its impact on other market performance measures.

5.3 Conclusion

The outcomes of research settled branding practices created positive association with market performance. The branding practices that influence marketing performance include; colour, pricing, outdoor marketing, advertising, place branding and location branding

Management should focus on branding practices since some customers consider only branded products. For that reason business owners should embrace branding practices so that their business can stand out in the market of many competitors.

5.4 Recommendations

Following the outcomes of the research, this study makes these endorsements;

It recommended the management of the SMEs to consider the prices of their products invest in outdoor marketing and also consider a lot of advertisements. The Management also should consider other branding practices that can positively influence their businesses for instance place branding, location branding, internal branding and branding new venture. It fronts executives and SME operators to appreciate and expect variations in technological setting, using expertise to meet human desires.

5.5 Limitations of Study

The research was restricted in various ways. First, the researcher encountered limitations while distributing the questionnaires with some respondents being reluctant of providing the responses. Nevertheless, researcher guaranteed respondents their data would remain private and only used for academic purpose. Researcher was restricted basing on respondents taking too long to respond to the questionnaire and return. To solve this, the researcher made some reminders to the respondents. Time and costs were also some of the limitations encountered during the study process.

5.6 Recommendations for More Research

Current research was restricted on branding practices influencing market performance. Therefore, future researchers could consider furthering this study by focusing on other factors that can influence market performance of SMEs. Other researchers could also work on other industries apart from the SMEs.

REFERENCES

- Adejoke, K. B., & Adekemi, A. O. (2012). Relationship marketing and bank performance: An applied study on commercial banks in southwestern Nigeria. *European Journal of Business and Management*, 4(10), 102-110.
- Adjei, M. T., Noble, S. M., & Noble, C. H. (2010). The influence of C2C communications in online brand communities on customer purchase behavior. *Journal of the Academy of Marketing Science*, 38(5), 634-653.
- Aron, A., & Aron, E. N. (1986). *Love and the expansion of self: Understanding attraction and satisfaction*. Hemisphere Publishing Corp/Harper & Row Publishers.
- Ateke, B. W., & Iruka, C. H. (2015). Investigating the relationship between customer involvement management and marketing performance in the manufacturing industry. *International Journal*, 22.
- Backhouse, R. E., & Boianovsky, M. (2012). *Transforming modern macroeconomics: exploring disequilibrium microfoundations, 1956–2003*. Cambridge University Press.
- Baddeley, A., & Lewis, V. (2017). Inner active processes in reading: The inner voice, the inner ear, and the inner eye. In *Interactive processes in reading* (pp. 107-129). Routledge.
- Beck, S., & Kenning, P. (2015). The influence of retailers' family firm image on new product acceptance: An empirical investigation in the German FMCG market. *International Journal of Retail & Distribution Management*, 43(12), 1126-1143.
- Benhabib, R. J., Iwens, R. P., & Jackson, R. L. (1981). Stability of large space structure control systems using positivity concepts. *Journal of Guidance and Control*, 4(5), 487-494.
- Blombäck, A., & Ramírez-Pasillas, M. (2012). Exploring the logics of corporate brand identity formation. *Corporate Communications: An International Journal*, 17(1), 7-28.
- Blumberg, B., Cooper, D. R., & Schindler, P. S. (2008). *Business research methods* (Vol. 2). London: McGraw-Hill Higher Education.
- Brendan J. Gray (2006) Benchmarking Services Branding Practices, *Journal of Marketing Management*, 22:7-8, 717-758
- Bresciani, S., & Eppler, M. J. (2010). Brand new ventures? Insights on start-ups' branding practices. *Journal of Product & Brand Management*, 19(5), 356-366.
- Bright, T. J., Wong, A., Dhurjati, R., Bristow, E., Bastian, L., Coeytaux, R. R., ... & Wing, L. (2012). Effect of clinical decision-support systems: a systematic review. *Annals of internal medicine*, 157(1), 29-43.

- Carter, E. E. (1971). The behavioral theory of the firm and top-level corporate decisions. *Administrative Science Quarterly*, 16(4).
- Connelly, B. L., Certo, S. T., Ireland, R. D., & Reutzel, C. R. (2011). Signaling theory: A review and assessment. *Journal of management*, 37(1), 39-67.
- Costello, E. K., Lauber, C. L., Hamady, M., Fierer, N., Gordon, J. I., & Knight, R. (2009). Bacterial community variation in human body habitats across space and time. *Science*, 326(5960), 1694-1697.
- Fan, M., Bai, M. Y., Kim, J. G., Wang, T., Oh, E., Chen, L., ... & Wang, Z. Y. (2014). The bHLH transcription factor HBI1 mediates the trade-off between growth and pathogen-associated molecular pattern-triggered immunity in Arabidopsis. *The Plant Cell*, 26(2), 828-841.
- Farrington, S., Venter, E., & Richardson, B. (2018). The influence of selected marketing and branding practices on the financial performance of family SMEs. *Southern African Business Review*, 22(1).
- Farrington, S., Venter, E., & Richardson, B. (2018). The influence of selected marketing and branding practices on the financial performance of family SMEs. *Southern African Business Review*, 22(1).
- Feltz, D. L., Chow, G. M., & Hepler, T. J. (2008). Path analysis of self-efficacy and diving performance revisited. *Journal of Sport and Exercise Psychology*, 30(3), 401-411.
- Gilmore, A., & Carson, D. (2018). SME marketing: efficiency in practice. *Small Enterprise Research*, 25(3), 213-226.
- Grant, R. M. (1991). The resource-based theory of competitive advantage: implications for strategy formulation. *California management review*, 33(3), 114-135.
- Highhouse, S., Lievens, F., & Sinar, E. F. (2003). Measuring attraction to organizations. *Educational and Psychological Measurement*, 63(6), 986-1001.
- Horsfall, H., & Mac-Kingsley, I. Brand Equity and Market Performance: An Empirical Study of Food and Beverage Firms in Rivers State.
- Isenhower, L., Urban, E., Zhang, X. L., Gill, A. T., Henage, T., Johnson, T. A., ... & Saffman, M. (2010). Demonstration of a neutral atom controlled-NOT quantum gate. *Physical review letters*, 104(1), 010503.
- Kombo, D. K., & Tromp, D. L. (2006). Proposal and thesis writing: An introduction. Nairobi: Paulines Publications Africa, 5, 814-30.
- Kothari, S. P., & Warner, J. B. (2007). Econometrics of event studies. In *Handbook of empirical corporate finance* (pp. 3-36). Elsevier.

- Kotler, P., & Armstrong, G. (2010). Principles of marketing. Pearson education.
- Liu, X., Hu, M. Y., & Grimm, P. E. (2010). Affect transfer in brand extensions: the role of expectancy and relevancy. *Journal of Product & Brand Management*, 19(5), 317-326.
- Memili, E., Eddleston, K. A., Kellermanns, F. W., Zellweger, T. M., & Barnett, T. (2010). The critical path to family firm success through entrepreneurial risk taking and image. *Journal of Family Business Strategy*, 1(4), 200-209.
- Njau, J. N., & Karugu, W. (2014). Influence of E-Marketing on the performance of Small and Medium enterprises in Kenya: a Survey of Small and medium enterprises in the Manufacturing Industry in Kenya. *International Journal of Business & Law Research*, 2(1), 62-70.
- Okotoh, M. A. (2015). The Perceived Effect of Reward Management Practices On Factors Influencing Employee Retention at Communications Authority of Kenya a Research Project Submitted in Partial Fulfilment of the Requirements for The Award of the Degree of Master of Science in Human Resource Management. School of Business, University of Nairobi.
- Pace, K. M., Fediuk, T. A., & Botero, I. C. (2010). The acceptance of responsibility and expressions of regret in organizational apologies after a transgression. *Corporate communications: An international journal*, 15(4), 410-427.
- Pérez-Cabañero, C., González-Cruz, T., & Cruz-Ros, S. (2012). Do family SME managers value marketing capabilities' contribution to firm performance? *Marketing Intelligence & Planning*, 30(2), 116-142.
- Pérez-Cabañero, C., González-Cruz, T., & Cruz-Ros, S. (2012). Do family SME managers value marketing capabilities' contribution to firm performance? *Marketing Intelligence & Planning*, 30(2), 116-142.
- Stephens, P. J., Tarpey, P. S., Davies, H., Van Loo, P., Greenman, C., Wedge, D. C., ... & Yates, L. R. (2012). The landscape of cancer genes and mutational processes in breast cancer. *Nature*, 486(7403), 400.
- Sundaramurthy, C., & Kreiner, G. E. (2008). Governing by managing identity boundaries: The case of family businesses. *Entrepreneurship Theory and Practice*, 32(3), 415-436.
- Tanakinjal, G. H., Deans, K. R., & Gray, B. J. (2010). Third screen communication and the adoption of mobile marketing: A Malaysia perspective. *International Journal of Marketing Studies*, 2(1), 36.

- Warner, J. W., Liu, Z. H., Abraham, S., Krishnaprasad, M., Arora, G., Murthy, R., ... & Arora, N. S. (2010). U.S. Patent No. 7,853,573. Washington, DC: U.S. Patent and Trademark Office.
- Waweru, C., & Ngugi, K. (2014). Influence of financial management practices on the performance of micro and small enterprises in Kenya. *European Journal of Business Management, 1(11), 141-161*.
- Yew Wong, K. (2005). Critical success factors for implementing knowledge management in small and medium enterprises. *Industrial management & Data systems, 105(3), 261-279*.
- Yin Wong, H., & Merrilees, B. (2008). The performance benefits of being brand-orientated. *Journal of Product & Brand Management, 17(6), 372-383*.
- Zachary, R. K. (2011). The importance of the family system in family business. *Journal of Family Business Management, 1(1), 26-36*.

APPENDICES

Appendix 1

Part A. Demographics of the business

Kindly fill the questionnaire appropriately.

1. Years firm has been operating?

<5years

5-10 years

10-15 years

above 15 years

2. Please indicate sum of employees.

<5

5-10

10-15

above 15

3. Please indicate number of branches.

none.

1-5

5-10

more than 10

4. Approximate revenue generation

<500,000

1million

1-5 million

more than 5 million

Part B. Branding Practices

Direction: Please check (√) and assess yourself fairly basing on your occupation given statements using these measures:

5-always 4-often 3-sometimes 2-rarely 1-never

No	Statement	1	2	3	4	5
1	We use pricing for branding					
2	We use colour for branding					
3	We belief country of origin affected buyer choicess in consumers					
4	According to us, using products from certain firms lead to inclination for like product					
5	We believe customers buy only branded products					
6	We belief products endorsed by celebrities are better branded					
7	We feel company Sponsorship create stronger brands					
8	We invest in outdoor Marketing					
9	We invest in Advertisement					
10	We use place for branding					

Part C. Marketing Performance

Direction: To what proportion do you agree with these statements pertaining outcomes on ratios
1-5

1-strongly disagree, 2-disagree, 3-not sure, 4-agree 5- strongly agree

No	Statement	1	2	3	4	5
1	Our sales grown significantly					
2	Our market share have grown significantly					
3	Our sales growth rate have improved					
4	Our after- tax return on assets have improved over years					
5	Our net profit after tax have grown significantly					
6	Our financial Liquidity have grown over years					
7	Our public image have significantly improved					
8	Our Customer loyalty have improved over years					
9	our customer gives us referrals					
10	Our ROI has been Increasing over years					