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**A SURVEY OF THE PERCEPTION OF
CORPORATE IDENTITY FEATURES AMONG
RETAIL CLIENTS OF COMMERCIAL BANKS
IN NAIROBI**

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IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF
THE MASTER OF BUSINESS ADMINISTRATION DEGREE
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DECLARATION

This is to declare that this research is my own work. It has not been presented to any university to the best of my knowledge.

Sign..........Anthony Mutia Mwandikwa

Date: 24.09.2003

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

Sign.......... George Omondi

Date: 6.11.2003

DEDICATION

This research is dedicated to **God** for the opportunities He has granted me throughout my life.

To my parents Julius and Eunice Mutia for the patience, love, sacrifice, for always showing me the way and encouraging me.

To my wife Mutende for the love, understanding and support.

To my children Kyambi and Mwandikwa, my brothers Matiti, Mwinzi and Mwendwa and my whole extended family for being there for me all the time.

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LIST OF ABBREVIATIONS

BBK	- Barclays Bank
CBA	- Commercial Bank Of Africa
Coop Bank	- Cooperative Bank
I&M bank	- Investment and Mortgages Bank
KCB	- Kenya commercial Bank
NBK	- National Bank
NIC	- National Industrial Credit Bank
SCB	- Standard Chartered Bank

CHAPTER ONE: INTRODUCTION

1.1.0. BACKGROUND

Businesses operate within a society. It is this society that supplies the business with its inputs and consumes the goods and services that the business produces. The business operates due to the goodwill granted to it by society. The fortunes of a corporate body are intricately tied to the business environment it is operating in. A business enterprise will see its sales either soar or crash depending on how the consumers of its products perceive the organization or its product. Thus the perception of the public toward the business is key to the success of the business.

According to Jefkins (1994) the oldest form of corporate identity is the uniform worn by armies. Armies wore different uniforms so as to differentiate the warring forces. Within the army different regiments are identified by their colour and headdress.

In the modern age of image, public interest has become a powerful force that demands that government, institutions and individuals be responsible and accountable to the public. In their business strategy, therefore, corporations must take public interest to denote respect for and enforcement of the rights of the public.

Corporate image is not about the company's products but about how it treats its employees, the environment, shareholders and the Government, in short, society as a whole. The art of corporate image building is the art of building corporate reputation and credibility. According to Jefkins (1995) corporate image and the corporate identity are two different things although corporate identity may contribute to corporate image i.e. image is mental and the identity is physical. The corporate image is the character of the organisation and the way the company is seen to behave will influence the impression people have of it

Kotler (1997) notes that the most admired companies in the world abide by a code of serving peoples interests. The performance of a business in terms of profitability is linked to its performance in society. If there is a variance between the interests of the public and those of the organization it is the role of public relations to assist to reconcile them. This is to say that since every customer's experience and knowledge of an organisation will be personal, the corporate image of the organisation will differ from one person to another. Here public relations task is therefore to increase people's knowledge and experience so that they have as clear and as correct an impression of the organisation as is possible.

Organizations undertake identity (Image) building programmes either to reinforce a perception or to develop or change the currently held perception. An organisations public relations and marketing activities try to translate an organization's identity into a positive image in the mind of the public. For this to happen, an organisations corporate identity features need to be widely understood and accepted. Very often it is necessary to conduct an image and identity audit (survey) to find out what the current image is.

1.2.0. STATEMENT OF THE PROBLEM

According to Bangs (1998) if you can understand your products from the customers point of view, you can discover new ways to market your products and services, new target markets and new profitability

Commercial banks are key institutions that offer vital services to the public. In the recent past they have had difficulties with their image. Public opinion seems to be against them because of a number of reasons e.g. the collapse of a number of banks, bankers' strikes and the attempt by some banks to abandon the "small" customers and concentrate on the big clients and corporate banking. Added to this, as been the huge profits the banks have been making especially in the declining economy through the charging of high interest rates on loans.

Many banks in the recent past have invested heavily in new corporate identity and also revamped their corporate image. Before this some banks e.g. Barclays and Standard Chartered had closed down their corporate public relations departments whose duty it was to manage the bank's corporate image and the corporate brand. Some banks to date do not have designated public relations (image building) practitioners.

Corporate identity helps the organisation develop and sustain a mutual relationship between its self and its clients. When looking at the Kenya banking sector in the recent past, many banks have developed new corporate identity features with Barclays bank being the first to do so. Barclays bank refreshed its Barclays Logo of an eagle to make it more of an action oriented logo and refined the font type of its Barclays bank name.

Barclays bank was followed by Housing Finance Corporation of Kenya, which changed its name to Housing Finance and adopted a new logo of a house. Standard Chartered Bank has recently redesigned its logo and added green colour to it. Standard Chartered bank has also introduced a dress-down Friday where staff “dress down” by wearing T-shirts and Polo shirts with the corporate colour, name and logo.

By the time of writing this research paper Kenya Commercial Bank had announced that it was in the process of developing a new corporate identity. The Central bank of Kenya has been encouraging small banks to merge with each other and it is expected that many of the newly merged banks will be developing new corporate identities. In this line Giro bank, which merged, with Credit & Commerce bank changed its name to Giro Commercial Bank.

It is against this backdrop that this researcher set out to do an empirical study on the perception of corporate identity features among banks retail clients. Although corporate image is a critical part of any corporate strategy, no study to the knowledge of the researcher has been done on corporate identity or corporate image. Most of the past research has concentrated on marketing issues. Thuo (1990) did a research on the state of relationship marketing in Kenyan banks. Ouma (1999) carried out a research on advertising by commercial banks. Muriithi (1996) did a study on customer service in the Kenyan banking sector. Ngesa (1989) did a study on perception of bank customers and bank management on retail banking attributes. Mwendar (1987) and Masinde (1986) carried out a research on perceived service quality by Kenya Ports Authority and Kenya Airways respectively.

In light of the above, this research sets out to answer the following questions;

- Which corporate identity features do retail clients see as important?
- How do retail clients perceive banks corporate identity features?

1.3.0. OBJECTIVES OF THE STUDY

This study aimed to find out;

1. The ranking of leading Kenyan commercial banks corporate identity features by retail clients in terms of importance.
2. The perception of corporate identity features of leading banks by retail clients.

1.4.0. JUSTIFICATION OF THE STUDY

Bangs (1998) states that you have to continuously engaged in market research so as to know what your customers perceptions are because all your business plans, financing, marketing and personnel plans hinge on market research.

It is hoped that this study will shade light into retail customer's perception towards commercial banks corporate identity features and their corporate image.

This study will be of relevance to the following;

- Bank public relations personnel - It will assist them to know how the general public perceives the bank.
- Bank marketing managers – They will be able gauge how far they can use the corporate identity features in the marketing strategy.
- Bank's management – They can know and understand how the bank is perceived and can thus develop corporate strategies to improve or maintain the banks image.
- Academics – They will be able to increase the scope of knowledge on corporate identity and corporate image.

CHAPTER TWO: LITERATURE REVIEW

2.1.0. EVOLUTION OF CORPORATE IDENTITY

According to Jefkins (1994) the evolution of corporate identity dates back to many centuries ago when kings would lead their armies into war and as a means of identifying themselves would carry a shield with their emblem on it. In due, time this became dangerous for the kings because they were easily identifiable and thus easily killed. So as to confuse their enemies, the kings granted their knights the honour to wear the king's emblem. Emblems became flags and later armies wore uniforms so as to differentiate the warring forces. Today within the army different regiments are identified by their emblems, colour and headdress.

In the 19th century the belief was that if business would operate in a competitive environment it would create wealth for the society. During the late 1800's, rapid and unchecked industrial expansion brought about certain business attitudes and practices that were not in the best interest of the public. These conditions led to criticism of business in the early 1900's. Business leaders realized that their desire for bigger profits had increased criticism and they felt that the goodwill of the public would benefit them. These business leaders had seen how public relations campaigns carried out by government and welfare agencies had succeeded in winning the approval of the public (Jefkins, 1994). Corporations thus began to set up programmes designed to win the public's favour. This led business to invest in their image and in turn led to the development of public relations.

Public relations is an indirect promotional tool with the role of establishing and enhancing a positive image for an organization. A key task of public relations is image management. Here the public relations function of an organisation must constantly monitor and evaluate the public's perception of the organisation and its products. The evolution of modern corporate identity is tied to corporate image, which in turn is tied to the development of public relations.

In the financial world, the image is everything. Banks and bankers in general have always known of the power of corporate image. Banks that are held in high esteem by their clients and the public in general find it easy to attract customers. A slight fall in how the public views a bank could greatly affect the performance of the bank.

2.2.0. CORPORATE IDENTITY

There is no consensus on the meaning of corporate identity and related terms such as corporate image and corporate personality. Hancock (1992) states that people agree on the importance of corporate identity but differ in their definition of what it is. Many people think that corporate identity is made up of its most visible components, which are the names of an organization and its logo.

Before we can understand the corporate identity we must also understand the three interrelated concepts of corporate personality, identity and image. Pickton and Broderick (2001) define corporate personality as essentially who the organisation is, that is the organisation traits, the sum total of its characteristics that can be both intellectual and behavioural. To them corporate personality is the 'raw' material of corporate identity.

Pickton and Broderick (2001) define corporate identity as the means by which corporate personality is projected or communicated. It is the basis by which an organisation is known and understood. They then define corporate image as the impression created by the corporate identity. It is the perception held of the organisation by its public (target audience).

According to Nicholas (1995) identity is not something cosmetic, it is the core of an organisation's existence. Corporate image is what makes an organization special and unique. It expresses the organization's approach to business, its values and culture. It is reflected in the quality of the products, corporate marketing strategies, communication, and working environment.

Kotler (1999) states that corporate identity comprises of the way a company aims to identify or position itself. According to Jefkins (1994) corporate identity is the way the organization is recognized and distinguished. Corporate image enables an organization to build recognition and loyalty among clients, to communicate its values and special approach to business in a memorable way, to establish a benchmark against which performance may be judged, and to give employees a sense of belonging.

'The company's products styling, price, the package, the salesperson's manner and dress, the places décor, the company's stationary – all communicate something to the consumer. Every brand contact delivers an impression that can strengthen or weaken a customer's view of the company (Kotler 1999).

Corporate identity is achieved:

1. Through effective internal and external communication strategies
2. By aligning organizational processes, people, mission and values
3. Consistent messages to all stakeholders
4. Innovative use of new technologies to meet the growing needs of your customer base
5. Employee, shareholder and customer loyalty

A well-developed corporate identity is an investment in the company's future. It helps to lend credibility and professionalism to the enterprise. Successful companies invest a lot of time and energy in managing how they are seen by the world. They do not leave anything to chance when it comes to their corporate identity. Corporate identity is also the detailed way a company is intended to be run, serving as a guide to employees as the company grows.

Corporate image needs to be carefully managed so that it does not depreciate. Image management requires continuous investment in research and development and skilful application of public relations and marketing tools. Corporate identity helps to give the repetition, which makes advertising successful.

Because corporate image is easily damaged or destroyed, a firm should ensure it does everything possible to protect and defend its image. Having a good image provides the firm with many competitive advantages. A firm will enjoy reduced marketing costs because of customer awareness and loyalty. The firm can charge a higher price because it's good image leads to perceived quality association. This perceived quality will act as a defence against competition because it's corporate name carries high credibility and awareness.

Corporate identity can be used to position the organisation within the market. In the banking sector banks have to position themselves based on the clients they want to attract.

According to Jefkins (1994) it is not advisable to change a corporate identity scheme. Jefkins is quick to add that there have been many successful corporate identity changes. He gives example of Kit Kat, Rentokil, British Telecom, BP/Shell and Our Price as examples in the United Kingdom.

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Kenya has also seen its share of corporate identity changes. Firms such as Nakumatt, Caltex have successfully changed their identity. Many of the recently privatised and commercialised parastatals have also undergone corporate identity changes. Included in this category are KenGen, Telkom, Kenya Airways, Communications Commission of Kenya and Postal.

In the financial sector we have also seen many changes. Housing Finance Corporation of Kenya has changed its name and logo. It is now using the name "Housing Finance" as its calling name. Barclays Bank two years ago replenished its logo and the font type of its name. By the time of writing this report Standard Chartered bank had launched an improved corporate logo.

Companies undertake identity programmes because of many reasons the major one being perceived image problem i.e. the recognition that how the organisation is perceived is not how it would like to be. According to Nicholas Ind (1995) within the generalised objective of improving or changing an image, the stimuli for corporate identity programmes are:

2.2.1. Improving internal Communications

Organisations rarely communicate internally as well as they believe they do. Often there are barriers within the organisation that prevent effective communication. People tend to guard their turf jealously and tend to identify within their own group. Porter (1985) states that there are many opportunities available to senior management to define a larger corporate purpose, to stress the importance of inter-relationships and to discourage parochial behaviour by business units, groups and senior managers. A strong set of firm wide values and a strong corporate identity are vital links in reducing cynicism toward committees and resolving conflicts.

2.2.3. Heightening Awareness

Organisations that fail to articulate who they are and what they do, can often end up with a blurred image. This can be a very real disadvantage when the organisation comes up against a better-known competitor or needs to raise money on the stock market or wants to influence customers.

2.2.4. Improving Stock Price

While there is no substantive evidence to link the identity programme with the share price, it has been noted that financial audiences do actually take note of identity programmes, provided they are substantiated by corporate performance. In fact it is today the norm to develop an identity programme when issuing new shares in the stock market.

2.2.5. Communicating New Strategies

When companies adopt new strategies they may need to signal their intentions to the public. One way of doing this is through the adoption of a new logo or name. In the banking sector in Kenya, Housing Finance Corporation of Kenya changed its name to Housing finance to signal changed corporate direction.

2.2.6. Integrating Two Organisations

When two organisations merge there are always many branding issues to be resolved. In most cases both the company names are simply put together like in the case of Giro Bank and Credit & Commerce bank to form Giro Commercial bank or a new name is developed. Whichever the case, all forms of visual presentation will need to be amended, creating the opportunity to review the presentation of the company.

2.3.0. CORPORATE IMAGE

According to Keller (1998) image is an important aspect of the brand for it reflects the associations that consumers hold towards the brand. Although Keller was referring to a physical brand's image it is very relevant to the corporate brand image and corporate identity. The importance of the corporate/company brand can not be overlooked for in some cases the consumers may not know the difference between the corporate brand and the product brand.

The art of corporate image building is closely related to the art of branding. For the corporate image builders to be successful they must fully understand the importance of the corporation's image and how it relates to consumers. A good and positive corporate image is important for it not only reduces the cost of marketing the organisations products but also positions the organisation and improves its corporate brand equity.

Corporate image is the end result of a corporate identity programme. For the corporate identity programme to be successful then the identity features must be well thought-out and effected. It must be noted that the corporate image must be audited regularly so as to ensure that the firm's image is relevant to its target audience.

The corporate image in the long run translates into corporate reputation which is important to the organisation for a good reputation makes it easier for the organisation to attract customers, funds and also relevant manpower.

In a study carried out in the in 1989 in the U.S.A. by Lydia Demworth, 89% of the sample reported that the reputation of the company often determined which product they would buy. 71% indicated that the more they know about a company the more favourable they feel towards it. Thus the importance of corporate image and identity can not be under emphasized.

2.4.0. CORPORATE IDENTITY FEATURES

Corporate brand builders use an array of tools to develop, strengthen and project the corporate brand image. According to Nicholas (1995), the main features used are; Corporate Name, Slogan, Corporate Colour, Corporate Logo, Location, Printed Materials, Technology used, Buildings used, Chief Executive Officer or Chairman of the Board, Décor and Dress code

2.4.1 Corporate Name

The name of the corporation is the main tool of corporate identity building. In banking a name can be used to express the identity that the bank wants to portray. Names such as Akiba, Co-operative, Reliance and Paramount have been used in Kenya to give an identity to the banks that use these names. The corporate name should trigger attributes and associations which can be used to express the feelings of customers about the corporation.

2.4.2 Slogan

A slogan or tagline is a sentence or phase that helps qualify the corporate objectives. Slogans are powerful corporate branding devices for they are highly efficient means to building brand equity. They function as useful “hooks” or “handles” to help consumers grasp the meaning of a brand in terms of what it stands for and represents (Keller, 1998). For many years organisations have successfully used taglines. Examples of some Kenyan banks’ slogans are;

Investment & Mortgages Bank	“You’ll Love The Difference”
Co-operative Bank	“We Are You”
Barclays Bank	“A Big World Needs A Big Bank”
NIC Bank	“Your Kind Of Bank”
National Bank	“The Bank With A Vision”
Kenya Commercial Bank	“The Bank Is KCB”, “Taking you into the future”
Standard Chartered Bank	“The Freedom Of Easier Banking”
Commercial Bank of Africa	“Stress Free Banking”
Stanbic Bank	“Better, Simpler, Faster”

A bank's slogan helps the bank communicate what customers should expect from the bank in terms of service and products. For example when a customer is banking with I&M bank they will expect a different type of service and product.

2.4.3 Corporate Colours

A products' colour can influence how people perceive it and thus whether they buy it (Churchill, 1994). Corporate colours are selected colours that an organisation uses so as to be identified. Colour has been used for a long time to identify armies or even sporting teams. In football, countries have for ages played using a select colour e.g. England plays in white, Brazil in blue and gold, Cameroon in Green and gold and so forth. In rugby New Zealand are called the "All Blacks" because of the all black kit they wear.

In banking the same has also transpired, but with the difference that most banks use blue as their main colour or one of their colours. This is because blue is seen as a cool colour that represents competence and stability. Green is also used a lot by banks and financial institutions because it signals life and freshness.

2.4.4 Corporate Logo

For a long time it has been known that people remember what they see more than what they read or what they are told. A strong symbol can provide cohesion and structure to an identity, making it much easier to gain recognition and recall (Aaker & Joachimsthalder, 2000).

In the yester years kings and other noble families designed court of arms so as to be identified, an example being the Hapsburg Eagle of the Austro-Hungarian Empire. According to Keller (1998) logos have a long history as a means to indicate origin, ownership or association.

Organisations also follow the trend set out by royals and have developed logos that they use to represent the organisation. In most cases the logo is used together with the corporate name. Logos help to put a picture (image) in the mind of consumers. This acts as a quick reference for the organisation. Barclays Bank uses an eagle in its logo while Kenya Commercial bank uses a lion just to mention a few examples.

2.4.5 Location

Location also helps portray the kind of class an organisation is in. If a bank wants to portray itself, as being the peoples bank, then it has to have branches near where the people are. If it wants to exclude the image of a corporate bank then it must also be located near where corporate organisations are. A good example of this in Kenya is Kenya Commercial Bank and Citibank. You find KCB has branches all over the country while Citibank has branches only in Nairobi and Mombasa. This has led to Kenya Commercial Bank being viewed as the “wananchi’s” bank, while Citibank is seen as a corporate bank.

2.4.6 Décor and Dress Code

The way a person dress’s, it is said can say a lot about the person. This is also true for organisations. According to Churchill (1994) a good store design can boost sales. The décor of an organisation’s office and the way it’s employees dress can speak volumes about the way people in the organisation work and treat their customers. From a design perspective the corporate identity will have implications for many areas. In the case of a bank it will have implications on how branches are designed. This will include the design of the fascia, interior decorations, teller systems and furniture.

The basic way a retail store creates and maintains a particular image is through the store’s atmosphere (décor) (Churchill, 1994). A conservative décor of wood panelling, leather chairs and Oak wood tables will portray a conservative attitude and experience by the bank. A modern décor of open spaces, work-stations, chipboard furniture will communicate a modern, flexible and forward-looking bank.

Many banks have also introduced the dress down Friday where staff wear T-shirts as a way of lighting up their work atmosphere and their image.

2.4.7 Printed Materials

The quality of the printed material will tell you how serious the organisation is with its image and its clients. Poor quality paper, spelling mistakes and grammatical errors will portray a negative image of the organisation. Some of the materials printed by banks include in-house staff magazines, customer magazines, brochures, fliers and posters.

2.4.8 Technology used

The use of modern technology tells the customer that the bank is progressive and innovative. A bank like Standard Chartered Bank has cut a niche for itself because it was the first bank to fully computerise its operations in Kenya. It was also the first bank to introduce ATM's and go fully online such that a customer can bank at any branch anytime. The use of modern technology shows the organisation is modern and innovative.

2.4.9 Buildings

In the past banks were housed in buildings designed with the 19th century architectural design. Banks were known for their conservative taste in buildings. A good example in Nairobi is the Standard Chartered bank Kenyatta Avenue branch, Stanbic bank branch on Kenyatta Avenue, Kenya commercial bank, Kipande House and the Barclays bank Moi Avenue branch. In Mombasa the Kenya commercial bank Treasury Square branch and Citibank's Mombasa branch also demonstrate this. These old buildings portray conservativeness and experience.

The trend in the recent past has changed. Examples are the new I&M bank buildings in Nairobi i.e. I&M bank towers and the Citibank Building. The new design of buildings communicates freshness, innovation and vision.

2.4.10. Chief Executive Officer or Chairman of the Board

The Chief Executive Officer or Chairman of the Board could be used as an identity feature. Corporations like Virgin, Microsoft, General Electric and Apple have used their Chief Executive Officer's as an identity feature. Bill Gates' ambition and drive to be the best has been the calling card of Microsoft. In the Kenyan banking sector Kenya Commercial Bank used its Chief Executive Officer Garth George, to communicate the change in the bank's management, its new focus and vision.

The above identity features help build the organisation's corporate brand equity. According to Aaker, brands have equity because they have high awareness, many loyal customers, high reputation for perceived quality and proprietary brand assets.

Corporate identity is the bridge between that organisation and the customer. It helps the customer identify with the organisation. Consumers prefer high equity brands because they find it easier to interpret what benefits the brand offers, feel more confident of it and get more satisfaction from using it (Batra, 1999). To put it in other words, it helps build a relationship with the organisation and this gives the consumer a sense of belonging.

2.5.0. THE KENYAN BANKING INDUSTRY

Seven banks that control approximately 77% of the total banking market in Kenya (Kenya Banker Magazine, 2000). Although the market has stabilised in the recent past this was not the case some years ago. The banking sector has undergone numerous crisis which began in the 1980's and followed through to the 1990's. The last crisis began in September 1998 when a "Cheque Kitting" syndicate was exposed that led to the closer of Reliance bank. Cheque kitting is the issuing of cheques without funds to back them up. This crisis also led to the Central bank phasing out its Bearer Certificates of Deposit (CD's).

Two weeks after the breaking of the Reliance bank scandal, then followed depositors run on the then Kenya's seventh largest bank, Trust bank. The bank was later put under Central bank statutory management. Within another two weeks Prudential bank and Guilders bank were also placed under statutory management by the central bank. All the above events led to September 1998 being called "*Black September*".

The events of *Black September* led to a serious fall in the way banks were viewed by the public. But just when banks were getting their act together, the National Bank of Kenya suffered a liquidity crisis, the second in a decade. To ensure it did not collapse the Government had to pump in some two billion shillings to prop up the bank. The National bank crisis opened the eyes of the public to the large amount of bad debts or non-performing loans being carried by the banking sector.

Other problems that hit the banking sector in the recent past are Bankers strike, the offloading of "small" clients, and the huge profits the banks are making. Kenya analysts say, is over banked even after the many bank closures. In Kenya five of the seven largest banks made 75% of the Kenya shillings 18.8 billion in profit in 1998 (Central Bank of Kenya, 1999). This huge profits and non-performing loans have led to the enactment of the "Donde Bill" which hopes to reduce bank interest rates. Before the enactment of the Donde law the banks failed to muster support from the public against the bill and instead came out looking like greedy business out to protect its huge profits.

(Appendix i: Banks Profits Table)

In Kenya the banking sector has for sometime now been trying to change the perception held by Kenyans about the industry. This has been done on an individual bank setting and also by the Kenya Bankers Association. Worcester et al (1983) suggested that the best way to measure the effectiveness of a new identity campaign is to track levels of awareness of the campaign and the degree of shift in public attitudes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0.0. RESEARCH DESIGN

This is a survey on the perception of corporate identity features of leading commercial banks in Kenya by their retail clients. This chapter consists of the research setting, the population, sample, data collection, research instrument and data analysis.

3.1.0. RESEARCH SETTING

The study was conducted in the nine top commercial banks in Kenya in terms of deposits in 2002 with branches in Nairobi. The banks headquarter branch was the point of the research.

3.2.0. THE POPULATION

The population will consist of all retail clients of all the commercial banks in Kenya.

3.3.0. THE SAMPLE

The sample size will be 90 consisting of ten (10) retail clients for each of the top nine commercial banks in Kenya, based on deposits. The top nine commercial banks were chosen because they control about 75% of the banking sector. The banks headquarter branch will be the point of the research.

Table 1: Deposits Held by the top nine Commercial Banks

Number	Bank	Total Deposits
1	Barclays Bank	56,801,000,000
2	Kenya Commercial Bank	50,378,000,000
3	Stanchart Bank	45,222,000,000
4	Citibank	22,262,000,000
5	National Bank	19,818,000,000
6	Cooperative Bank	18,673,090,000
7	Commercial Bank of Africa	13,946,000,000
8	CFC Bank	5,510,000,000
9	NIC Bank	5,571,000,000
	Total	238,181,090,000

Source: Market Intelligence – *Banking Survey 2002*

Table 2: Sample Size Per Bank

NUMBER	BANK	SAMPLE SIZE
1	Barclays Bank	10
2	Kenya Commercial Bank	10
3	Stanchart Bank	10
4	Citibank	10
5	National Bank	10
6	Cooperative Bank	10
7	Commercial Bank of Africa	10
8	CFC Bank	10
9	NIC Bank	10
	Total	90

The simple units were selected using the systematic random sampling technique. The first respondents were selected randomly and there after every fifth adult client were surveyed until the 10th client.

3.4.0. DATA COLLECTION

Primary data was used in the study. The data was collected via a questionnaire (see appendix II). To ensure a high proportion of responses and a high return rate, the questionnaire will be self-administered.

The questionnaire was divided into two parts and had both open ended and closed-ended questions.

Part 1 of the questionnaire profiles the respondents.

Part 2 will examine the extent of awareness, perception and the importance of various corporate identity features.

3.5.0. DATA ANALYSIS

The results were analyzed by descriptive statistics, graphs, percentages, tables and frequencies. Statistical Package for Social Sciences (SPSS) software was used.

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CHAPTER FOUR: DATA ANALYSIS & FINDINGS

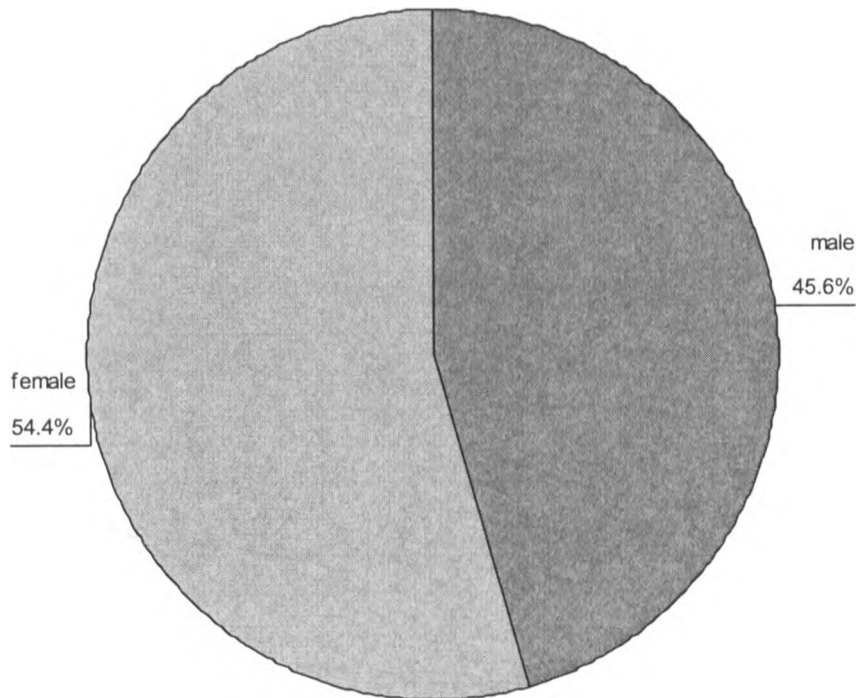
4.1.0. RESPONDENTS DISTRIBUTION IN TERMS OF GENDER

Gender has always been a distinguishing variable mainly because men and women have different needs and treats. Men and women also look at product and services from different perspectives. The findings show that out of the ninety respondents 54.4% (49 respondents) were female and 45.6% (41 respondents) were male (Table 3 and Figure 1).

Table 3: Statistics on Gender

	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	1.54
Male	41	45.6	45.6	45.6	Median	2.00
Female	49	54.4	54.4	100.0	Std. Deviation	0.50
Total	90	100.0	100.0			

Figure 1: Pie Chart on Gender



4.2.0. RESPONDENTS DISTRIBUTION IN TERMS OF AGE

The age distribution of the respondents show a good distribution with 16 respondents (17.8%) being below 30 years of age, 21 respondents (23.3%) belonged to the 41-50 age group, 8 respondents(8.9%) were from the 51-60 age group and 1 respondents(1.1%) were from the above 61 age group. The majority of the respondents (48.9%) were drawn from the 31-40 age group.

Table 4: Statistics On Age Distribution Of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Below 30	16	17.8	17.8	17.8	Missing	0
31 To 40	44	48.9	48.9	66.7	Mean	2.27
41 To 50	21	23.3	23.3	90.0	Median	2.00
51 To 60	8	8.9	8.9	98.9	Std. Deviation	.90
Above 61	1	1.1	1.1	100.0		
Total	90	100.0	100.0			

4.3.0. RESPONDENTS DISTRIBUTION IN TERMS OF INCOME

The findings show that the respondents were well distributed in terms of income. Table 5 shows that 16 respondents (17.8%) earned below Kshs. 25,000 per month, 18 earned between Kshs. 25,001 to Kshs. 50,000, 8.9% earned between 50,001 & 75,000 and 23.3% earned Kshs.75,001 to 100,000. 30% of the respondents earned above Kshs. 100,000.

Table 5: Statistics on Income

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Under 25,000	16	17.8	17.8	17.8	Missing	0
25,001 To 50,000	18	20.0	20.0	37.8	Mean	3.28
50,001 To 75,000	8	8.9	8.9	46.7	Median	4.00
75,001 To 100,000	21	23.3	23.3	70.0	Std. Deviation	1.51
Above 100,000	27	30.0	30.0	100.0		
Total	90	100.0	100.0			

4.4.0. RESPONDENTS DISTRIBUTION IN TERMS OF EDUCATION

When categorised in terms of education the findings showed a result of a majority of the respondents, 30%, had post graduate education (Table 6). 18.9% had a first degree, 18.9% had a college diploma,10% had a college certificate and 8.9% had secondary education. Out of the 90 respondents only 2 had no formal education and 6 stated they had "Other" education qualifications.

The majority of those who listed has “other” had Certified Public Accountants, Certified Public Secretary, Certified Financial Analysts, and Association of Certified Chartered Accountant qualifications.

Table 6: Statistics on Education

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
No Formal Education	2	2.2	2.2	2.2	Missing	0
Secondary Education	8	8.9	8.9	11.1	Mean	5.62
Certificate	9	10.0	10.0	21.1	Median	6.00
Diploma	21	23.3	23.3	44.4	Std. Deviation	1.56
First Degree	17	18.9	18.9	63.3		
Post Graduate	27	30.0	30.0	93.3		
Other	6	6.7	6.7	100.0		
Total	90	100.0	100.0			

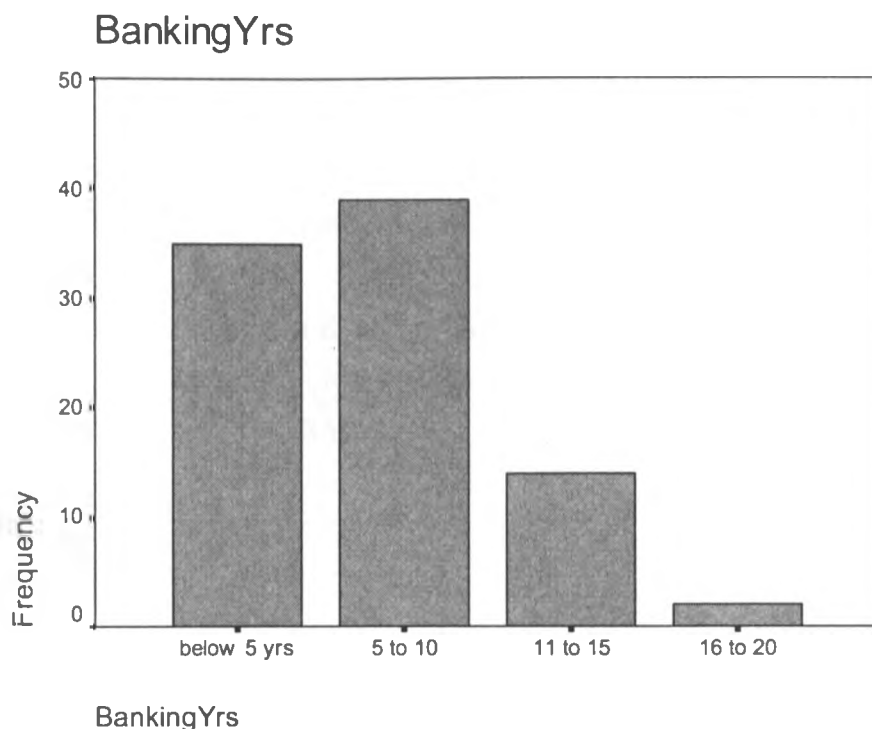
4.5.0. YEARS RESPONDENTS HAVE BANKED WITH THEIR BANKS

The number of years a customer has been banking with a particular bank shows the level of “loyalty” that the customer has to the particular bank. From the findings (Table 7) we find that a majority of the respondents (43.3%) have banked with their banks for between 5 and 10 years. The second group of respondents has banked with the bank for below 5 years. These two groups of respondents make up 82.2% of the population (Figure 2). Only 17.8% of the respondents have banked with their banks for over 15 years. This shows that the banking industries “loyalty” level based on the number of years bank with a bank is very high but is far below what used to be the norm of people banking with one bank for life.

Table 7 : Statistics on banking years as a customer with the bank

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Below 5 Yrs	35	38.9	38.9	38.9	Missing	0
5 To 10	39	43.3	43.3	82.2	Mean	1.81
11 To 15	14	15.6	15.6	97.8	Median	2.00
16 To 20	2	2.2	2.2	100.0	Std. Deviation	0.78
Total	90	100.0	100.0			

Figure 2: Number of Years of banking



4.6.0. DISTRIBUTION OF RESPONDENTS PER BANK

From the findings the researcher found that the respondents are reasonably distributed into different banks. This shows that a majority of those using the services of the banks were the interviews took place actually belong to other banks. The finding (Table 8) show that the three largest banks have the largest clients (Barclays Bank 18.9%, KCB 22.2% and Standard Chartered Bank 26.7%)

Table 8: Distribution of Respondents per Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
BBK	17	18.9	18.9	18.9
KCB	20	22.2	22.2	41.1
SCB	24	26.7	26.7	67.8
CITIBANK	5	5.6	5.6	73.3
NBK	2	2.2	2.2	75.6
COOP BANK	7	7.8	7.8	83.3
CBA	7	7.8	7.8	91.1
NIC BANK	6	6.7	6.7	97.8
NOT IN TOP TEN	2	2.2	2.2	100.0
TOTAL	90	100.0	100.0	

4.7.0. FINDINGS ON CORPORATE IMAGE

When asked the question if they evaluate their banks image 74 (82.2%) responded in the positive with only 17.8% of the respondents said they do not evaluate their banks image (Table 9).

Table 9 : How Customers Evaluate Their Bank's Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC	NOT IN TOP TEN	TOTAL	PERCENTAGE
YES	16	16	18	5	1	6	7	3	2	74	82.2
NO	1	4	6	0	1	1	0	3	0	16	17.8
Total	17	20	24	5	2	7	7	6	2	90	100

A significant number of the respondents 48.9% (Table 10) said they evaluate their banks image by comparing with other banks. 23.3% of the respondents evaluate their banks image by discussing with friends and 11.1% evaluate their banks image through other means. Only 16.7% do not evaluate their banks image.

Table 10 : How Customers Evaluate Their Bank

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
Other Banks	44	48.9	48.9	48.9
Discussing With Friends	21	23.3	23.3	72.2
Other	10	11.1	11.1	83.3
Does not evaluate	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Out of the 90 respondents 86 (95.6%) stated that their bank's corporate image was important to them (Table 11). Only 4 (4.4%) respondents said that their banks image was not important. Out of those who responded positively that their banks image was important 44.2% were male and 55.8% were female. All of the respondents (17) who stated that Barclays Banks was their main bank answered that corporate image is important to them. The same also applied for Citibank (5), Cooperative bank (7), National bank (2), Commercial bank of Africa (7) and NIC bank (6). Even the two respondents whose banks where not in the top nine banks stated that corporate image was important.

Two respondents making up (4.4%) whose main bank was KCB and Standard Chartered responded that image was not important to them but the overwhelming majority (95.6%) stated that image was important.

Table 11: Importance Of Corporate Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
YES	17	18	22	5	2	7	7	6	2	86	95.6
NO	0	2	2	0	0	0	0	0	0	4	4.4
TOTAL	17	20	24	5	2	7	7	6	2	90	100

Out of all the respondents only 2.2% responded that their banks corporate image was very poor or poor. A majority (62.2%) responded that their banks image was average. 18.9% responded that their banks image was excellent and 16.7% said their banks image was good. All the respondents who described their banks image as poor or very poor were from Kenya Commercial Bank.

Table 12 : Customers Rating of their Bank's Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V. Poor	0	1	0	0	0	0	0	0	0	1	1.1
Poor	0	1	0	0	0	0	0	0	0	1	1.1
Good	0	10	1	0	1	2	0	0	1	15	16.7
Average	15	8	15	1	1	4	5	6	1	56	62.2
Excellent	2	0	8	4	0	1	2	0	0	17	18.9
Total	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.49E-02										
Std. Deviation	0.71										

4.8.0. FINDINGS ON SLOGAN

From the results of the analyses the researcher found that 57 (63.3) respondents did not know their banks slogan (Table 13). Those who knew were only 33 respondents i.e. 36.7% of the sample. NBK and NIC bank were the banks were none of their customer knew the banks slogan. CBA was the bank where a substantial number of their customer (85.7%) knew the bank's slogan. BBK and SCB customers were split almost in the middle i.e. BBK- 47.1%:52.9% and SCB- 41.7%:58.3%. Citibank and KCB also scored very poorly with only 20% for Citibank's customers knowing their bank's slogan and 10% of KCB's customers knowing the slogan.

Table 13: Knowledge of bank's slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
YES	8	2	10	1	0	5	6	0	1	33	36.7
NO	9	18	14	4	2	2	1	6	1	57	63.3
TOTAL	17	20	24	5	2	7	7	6	2	90	100.0

When asked if their bank's slogan marched it's services the respondent were split 48.3% to 51.7 % for yes and no respectively (Table 14).100% of CBA's customers responded yes when asked if the bank's services corresponded with its slogan. This shows that CBA's marketing and public relations communication has communicated well about its image.

The only other bank to score well was Citibank which had 80% of its customers responding yes. BBK, SCB, Coop bank and KCB scored 58.8%, 50%, 42.6% and 31.6% respectively. All of NIC and NBK customers said the banks slogan did not march their services.

Table 14: March between bank's Services and Slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	PERCENT
YES	10	6	12	4	0	3	7	0	1	43	48.3
NO	7	13	12	1	2	4	0	6	1	46	51.7
TOTAL	17	19	24	5	2	7	7	6	2	89	100.0

4.9.0. FINDINGS ON EXECUTIVE OFFICER AND CHAIRPERSON

When asked if they knew the name of their bank's Chief Executive Officer the respondent where split 50:50 (Table 15). When divided into their respective banks a majority of the customers of coop bank (85.7%), CBA (71.4%), KCB (65%) and BBK (52.9%) knew the banks the name of the bank's Chief Executive Officer. A majority of Citibank (100%) and SCB (66.7%) customer's did not know their bank's Chief Executive Officer's name. NBK and NIC bank both score 50% of their customer's knew their bank's Chief Executive.

Table 15: Knowledge of Bank's Chief Executive Officer 's by Customers

DO YOU KNOW YOUR BANKS CHIEF EXECUTIVE OFFICER 'S NAME?	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BANK					
BBK	9	52.9%	8	46.1	17
KCB	13	65	7	35	20
SCB	8	33.3	16	66.7	24
CITIBANK	0	0	5	100	5
NBK	1	50	1	50	2
COOP BANK	6	85.7	1	14.3	7
CBA	5	71.4	2	28.6	7
NIC BANK	3	50	3	50	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	45	50	45	50	90

When asked if their bank's Chief Executive Officer was important to the bank 86.7% of the respondents answered yes. CBA, NBK and NIC bank's customer's all (100%) said that their bank's Chief Executive Officer was important (Table 16).

Table 16: Importance of Banks Chief Executive Officer to Customers

	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BBK	16	94.1	1	5.9	17
KCB	17	85	3	35	20
SCB	20	83.3	4	16.7	24
CITIBANK	4	80	1	20	5
NBK	2	100	0	0	2
COOP BANK	5	71.4	2	28.6	7
CBA	7	100	0	0	7
NIC BANK	6	100	0	0	6
NOT IN TOP TEN	1	50	1	50	2
TOTAL	78	86.7	12	13.3	90

Only 36.7% of the respondents knew the name of their bank's Chairman. Out of these CBA (100%), Coop bank (85.7%) and KCB (50%) customers scored highest. NBK, BBK and Citi bank scored poorest with all the respondents from the three banks not knowing their Chairman (Table 17).

Table 17: : Knowledge of Bank's Chairman's Name by Customers

	YES	%	NO	%	TOTAL
BBK	0	0	17	100	17
KCB	10	50	10	50	20
SCB	7	41.2	17	58.8	24
CITIBANK	0	0	5	100	5
NBK	0	0	2	100	2
COOP BANK	6	85.7	1	14.3	7
CBA	7	100	0	0	7
NIC BANK	3	50	3	50	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	33	36.7	57	63.3	90

Table 18 shows that 64.4% of the respondents stated that their bank's Chairman was important to the bank. Out of these 100% of the respondents from CBA and NIC bank said that their chairman was important to the bank. 100%, 71.4% and 60% of the respondents from the banks not in the top ten, Coop bank and Citi bank respectively did not see their bank's Chairmen as important.

Table 18 : Importance Chairman to the Bank's Customers

	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BBK	12	70.6	5	29.4	17
KCB	13	65	7	35	20
SCB	15	62.5	9	34.5	24
CITIBANK	2	40	3	60	5
NBK	1	50	1	50	2
COOP BANK	2	28.6	5	71.4	7
CBA	7	100	0	0	7
NIC BANK	6	100	0	0	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	58	64.4	32	35.6	90

4.10.0. RATING OF IDENTITY FEATURES

4.10.1. Rating of Bank's Name

Table 19 shows that 90% of all the respondents rated their bank's name as either good (45.6%) or excellent (44.4%). Only 1.1% rated their banks name has poor. The rest (8.9%) rated their bank's name as average.

Table 19: Rating of Banks Name

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	1	0	0	0	0	0	0	0	1	1.1
AVERAGE	1	2	4	0	0	0	0	0	1	8	8.9
GOOD	5	15	6	0	2	5	4	3	1	41	45.6
EXCELLENT	11	2	14	5	0	2	3	3	0	40	44.4
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.24E-02										
Std. Deviation	.69										

4.10.2. Rating of Bank's Slogan

The overall response to the how the banks customers (80%) rated the bank's slogan as good (62.2%) or excellent (17.8%). 15.6% rated their banks slogan as average while 1.1% rated the slogan as very poor or poor. 2.2% did not respond (Table 20).

Table 20: Rating of Bank's Slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	1	0	0	0	1	1.1
POOR	0	1	0	0	0	0	0	0	0	1	1.1
AVERAGE	0	7	5	0	0	2	0	0	0	14	15.6
GOOD	16	12	9	4	2	0	5	6	2	56	62.2
EXCELLENT	1	0	8	1	0	4	2	0	0	16	17.8
Missing	0	0	2	0	0	0	0	0	0	2	2.2
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	4.69										
Std. Deviation	44.48										

4.10.3. Rating of Bank's Corporate Colours**Table 21: Rating of Bank's Corporate Colour**

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
AVERAGE	3	4	2	0	1	0	0	0	1	11	12.2
GOOD	7	15	15	5	1	4	6	6	1	60	66.7
EXCELLENT	7	1	7	0	0	3	1	0	0	19	21.1
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	6.05E-02										
Std. Deviation	.57										

All the respondents rated their bank's corporate colours as above average (Table 21). Out of these 12.2% rated their banks colours as average, 66.7 % rated them as good and 21.1% rated their banks colours as excellent.

4.10.4. Rating of Bank's Corporate Logo

A significant number (78.9%) of the respondents rated their bank's logo as good or excellent. 16.7% rated it as average and only 4.4% rated it as poor (Table 22).

Table 22: Rating of Banks' Logo

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	1	0	1	2	0	0	0	4	4.4
AVERAGE	3	2	7	1	0	1	0	0	1	15	16.7
GOOD	5	16	13	4	1	1	7	6	1	54	60
EXCELLENT	9	2	3	0	0	3	0	0	0	17	18.9
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.38E-02										
Std. Deviation	.70										

4.10.5. Rating of Bank's Location

The majority (49) making up 54.4% of the respondents rated their bank's locations as good (Table 23). Out of these the 13 were from BBK, 12 from KCB and 15 from SCB. The other significant portion (24.5%) of the respondents rated their bank's location as average. 18 respondents making up 20% of the sample rated their bank's location as excellent.

Table 23: Rating of Banks' Location

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	0	0	0	1	0	0	0	1	1.1
AVERAGE	3	6	3	0	2	4	1	3	0	22	24.5
GOOD	13	12	15	1	0	1	4	3	0	49	54.4
EXCELLENT	1	2	6	4	0	1	2	0	2	18	20
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.38E-02										
Std. Deviation	.70										

4.10.5. Rating of Bank's Décor

The results on the décor (Table 24) were mixed. 44.5% of the respondents rated their bank's décor as good and 13.3% as excellent. 24.5% rated it as average and 14.4% as poor. 3.3% rated it as very poor. Although the results were mixed 57.8% (52 respondents) rated their banks décor as good or excellent.

Table 24: Rating of Banks' Décor

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	1	0	0	0	1	3	3.3
POOR	1	7	2	0	0	2	0	0	1	13	14.4
AVERAGE	3	7	4	0	0	3	2	3	0	22	24.5
GOOD	10	5	9	5	1	2	5	3	0	40	44.5
EXCELLENT	3	0	9	0	0	0	0	0	0	12	13.3
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	0.11										
Std. Deviation	1.01										

4.10.6. Rating of Bank's Chief Executive Officer

The majority of the respondents (81.1%) rated their bank's chief Executive Officer as either good or excellent (Table 25). 14 respondents (15.6%) rated their Chief Executive Officer as average, with 3.3% rating the Chief Executive Officer as poor or very poor.

Table 25: Rating of Bank's Chief Executive Officer

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	0	0	0	1	1	1.1
POOR	0	0	2	0	0	0	0	0	0	2	2.2
AVERAGE	0	4	6	0	1	2	0	0	1	14	15.6
GOOD	10	11	12	5	0	4	3	6	0	51	56.6
EXCELLENT	7	5	4	0	1	1	4	0	0	22	24.5
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.13E-02										
Std. Deviation	.77										

4.10.7. Rating of Bank's Chairperson

Table 26 shows that 70.1% of the respondents rated their bank's chairperson as good or excellent. 21 respondents rated their bank's chairperson as average with only 5.5% rating them as poor or very poor. 1.1% of the respondents did not answer this question.

Table 26: Rating of Banks' Chairperson

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	0	0	0	1	1	1.1
POOR	0	0	3	0	0	1	0	0	0	4	4.4
AVERAGE	2	8	4	0	1	5	0	0	1	21	23.3
GOOD	11	8	14	5	0	1	3	6	0	48	53.4
EXCELLENT	3	4	3	0	1	0	4	0	0	15	16.7
MISSING	1	0	0	0	0	0	0	0	0	1	1.1
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.59E-02										
Std. Deviation	.81										

4.10.8. Rating Of Bank's Buildings

Table 27 shows that 68 of the respondents who made up 75.6% of the sample rated the buildings used by their bank as either good or excellent. 21.1% rated their banks buildings as average with only 3.3% rating their bank's buildings as poor. No respondents rated their bank's building as very poor.

Table 27: Rating of Banks' Buildings

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	1	0	0	2	0	0	0	3	3.3
AVERAGE	1	8	3	0	2	2	0	3	0	19	21.1
GOOD	14	11	15	2	0	2	7	3	1	55	61.1
EXCELLENT	2	1	5	3	0	1	0	0	1	13	14.5
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.28E-02										
Std. Deviation	.69										

4.10.9. Rating of Bank's Technology

When asked to rate their bank's technology 75.5% or 68 respondents rated it as either good or excellent (Table 28). Here it must be noted that the highest scoring banks were BBK (100%), Citi bank (100%), CBA(100%), NIC bank (100%) and SCB (96.7%) whose customers rated their technology as good or excellent. 15.6% of the respondents rated the technology used by their bank's as average with 8.9% rating it as poor or very poor.

Table 28: Rating of Banks' Technology

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	0	0	0	0	0	1	1.1
POOR	0	6	0	0	0	1	0	0	0	7	7.8
AVERAGE	0	6	2	0	1	4	0	0	1	14	15.6
GOOD	8	7	5	0	1	1	2	6	0	30	33.3
EXCELLENT	9	0	17	5	0	1	5	0	1	38	42.2
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	0.11										
Std. Deviation	1.00										

4.10.10. Rating of Bank's Printed Material

Table 29 shows that 64 respondents making up 71.1% of the sample rated their bank's printed material as either good or excellent. Out of these the high scoring bank were CBA, SCB, Citi bank, NIC bank and the banks not in the top nine with their customers scoring them at 100% that their bank's printed material was good or excellent. KCB faired poorly with only 30% of it's customer rating it as good.

Table 29: Rating of Banks' Printed Material

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	0	0	0	0	0	1	1.1
POOR	0	6	0	0	1	3	0	0	0	10	11.1
AVERAGE	1	7	6	0	0	0	0	0	1	15	16.7
GOOD	16	6	15	3	1	4	6	6	0	57	63.3
EXCELLENT	0	0	3	2	0	0	1	0	1	7	7.8
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.68E-02										
Std. Deviation	.82										

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It must be stated here that the importance of customers rating an identity feature as good or excellent is that the client will more likely remember the feature and thus it shall occupy the consumers top of the mind.

4.11.0. RANKING OF IDENTITY FEATURES

When asked to rank in order of importance the identity features technology used by the bank was ranked top followed closely by the corporate name (Table 30). The mean ranking of the top two features was three. Décor was ranked last with a score of 766 and a mean ranking of nine.

Table 30: Ranking of Banks' Identity Features

	Ranking	Total Score	Mean	Std. Error	Std. Deviation
TECHNOLOGY	1	255	3	0.3	2.7
NAME	2	272	3	0.2	2.3
CHIEF EXECUTIVE OFFICER	3	385	4	0.3	3.2
LOCATION	4	449	5	0.3	3.2
SLOGAN	5	503	6	0.3	2.6
BUILDING	6	517	6	0.3	2.8
CHAIR PERSON	7	538	6	0.3	2.9
COLOUR	8	596	7	0.3	3.1
PRINT	9	628	7	0.3	3.0
LOGO	10	688	8	0.3	3.1
DECOR	11	766	9	0.3	2.7

This shows that when developing their business strategies banks must take into account the development of technology as one of the of the key business drivers in their industry. It must also be noted that the Chief Executive Officer is also a key player in promoting the bank. The researcher must add here that all the identity features are important to the development and promotion of the banks image. Although some may been rated higher then others they all play a role in the image of the organisation.

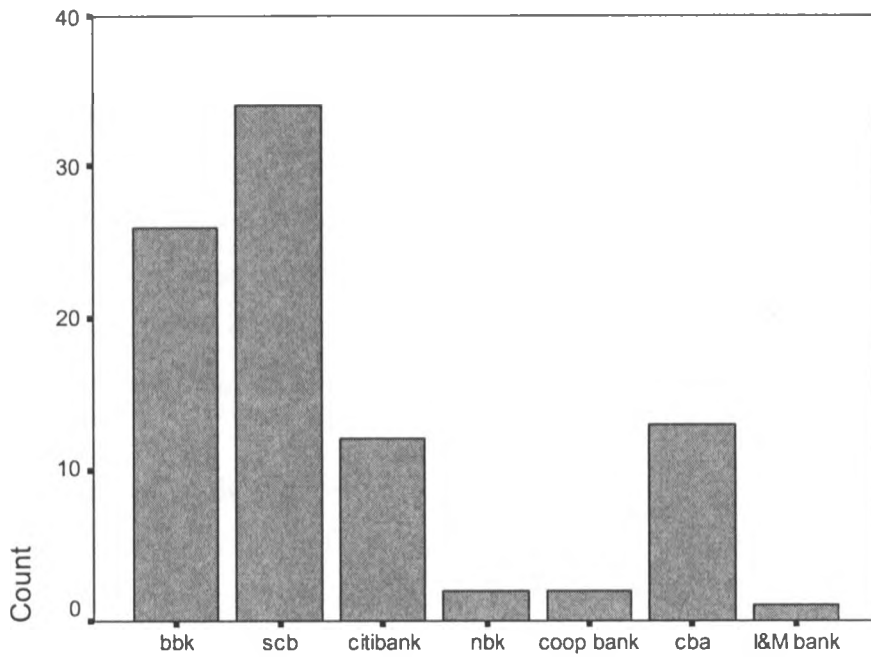
4.12.0. WHICH IS THE BEST BANK IN KENYA

When asked which is the best bank in Kenya SCB was rated as the best bank in Kenya with 37.8% of the respondents. BBK was second with 29 %(Table 31and figure 3). Third was CBA (14.4%) and fourth was Citi bank (13.3%). NBK and Coop bank were joint fifth with I&M bank coming in sixth. KCB and NIC bank were the two top nine bank's that were not rated by respondents.

Table 31: The Best Bank in Kenya

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
BBK	26	28.9	28.9	28.9
SCB	34	37.8	37.8	66.7
CITIBANK	12	13.3	13.3	80.0
NBK	2	2.2	2.2	82.2
COOP BANK	2	2.2	2.2	84.4
CBA	13	14.4	14.4	98.9
I&M BANK	1	1.1	1.1	100.0
TOTAL	90	100.0	100.0	
STD. DEVIATION	2.09			

Figure 3: The Best Bank In Kenya



Which is the best bank in kenya

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1.0 DISCUSSIONS AND RECOMMENDATIONS

Most corporate identity work is carried out mainly for organisations that wish to create a new image, enhance their image, or change their current image. This is not to say that there are no opportunities to develop a corporate identity from scratch it does happen especially for new organisations. In the above mentioned circumstances, a new corporate identity programme must be developed after understanding and knowing the current corporate image. Thus, the corporate Identity builder must continuously be aware of the corporation's perceived image as held by its publics. To achieve this, corporate image builder must consistently carry out image audits of their organisations and analysis the relevancy of their image and corporate identity features. For the banking sector this is very important because as this research stated in chapter two image is everything.

The findings show that not less than 17.6% of the total respondents have banked with their banks for more than eleven years. This proves that the old saying that "*you only pick our bank once and then you stay with it for a lifetime*" does not apply here. This means that banks have to work just as hard to retain customers as they do to attract them. The findings also show that 54.4% of the respondents were female and the 45.6% were male. This compares well with the national ratio of 52:48 (Institute of Economic Affairs, 2002)

Banks must try to develop better products and services that meet the needs of their customers. It must be noted that 97.8% of the banks' customers have a minimum education of secondary school level. This compares well with a national literacy rate of 70.9% (Institute of Economic Affairs, 2002). This is an opportunity for the banks to introduce more sophisticated products and services. We are already witnessing the banks doing this e.g. internet banking and utility payment through Automated Teller Machines (ATM). Because of this, banks can also develop more detailed communication and marketing strategies that assist in corporate image and identity development especially noting that 92.2% of the sample said that their banks corporate image was important to them.

It is disappointing to note that the majority of banks do not use their executives as part of their communication and marketing strategy. This is evidenced by the large number of respondents who did not know their bank's Chief Executive Officer (50%) or Chairperson of the Board of Directors (63.3%).

The banks that have used their executives are KCB, BBK, Coop bank and CBA can be seen by the high number of respondents who knew their Chief Executive Offices and Chairpersons names. A good example is the recalling of the Chief Executive Officer's name i.e. KCB (52.9%), BBK (65%), Coop bank (85.7%), and CBA (71.4). The banks should use the executive's education background, experience and social activities so as reflect it to the bank.

The identity feature that was ranked as the most important (technology) seems to be the main area of interest to bank customers. Although 75.5% of the sample rated their banks technology to be good or excellent it must be noted technology is always changing and so are the needs of customers. A majority of the banks' customers use their banks as clearing houses for their salaries or incomes. With the expected improvement in the economy more and more people in the near future will be having more disposable income and will need more facilities e.g. insurance, funds transfer, investment advisors etc and the Kenyan banks have to invest in the necessary technology so as to be ready for such a time.

Although décor was ranked as the least important, it must be said that it is an integral part of the corporate identity and image of the banks. A banking hall that is dirty and ill arranged is an easy put-off to the customer. In fact all the identity features are important pieces of the large jigsaw puzzle which makes up the organisations corporate image, corporate personality and corporate identity. Thus all are important and must be nurtured so as to exude a positive associations that the bank wants to be associated with it..

5.2.0 LIMITATIONS OF THE STUDY

- The researcher found that it was difficult to differentiate between the retail clients and the corporate clients in the banking halls.
- There were a large number of customers of the big banks than what was expected.
- The sample of ten customers per bank is not sufficient to come out with conclusive results.

5.3.0 SUGGESTIONS FOR FURTHER RESEARCH

- Study of specific banks corporate identity features.
- Study of specific banks corporate image.
- Study of banks corporate identity features by corporate clients.
- Study of banks corporate image by as perceived by bankers.

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APPENDICES

APPENDIX I: RANKING OF BANKS BY AMOUNT OF PROFIT BEFORE TAX IN THE YEAR 2000 AND 2001.

Rank 2001	Rank 2000	BANK	Profit 2001 (in Millions)	Profit 2000 (in Millions)
1	2	Barclays Bank of Kenya	4,235	3,035
2	1	Standard Chartered Bank	3,224	3,172
3	3	Citibank	699	619
4	6	Commercial Bank of Africa	516	392
5	5	CIC Bank	377	451
6	48	Kenya commercial Bank	369	-766
7	7	CFC Bank	260	361
8	10	First American	227	121
9	30	Transnational Bank	221	22
10	11	Imperial Bank	148	113
11	14	Bank of India	116	94
12	13	Habib A.G. Zurich	113	106
13	15	Development Bank of Kenya	110	84
14	9	I & M	101	132
15	16	Habib Bank Ltd	98	79
16	17	Charterhouse Bank Ltd	92	77
17	12	Middle East Bank	80	111
18	19	Biashara Bank	71	59
19	18	Credit Agricole Indosuez	63	68
20	26	Prime Capital & Credit	57	29
21	35	K-rep Bank	57	13
22	20	Guardian bank	56	56
23	22	Prime Bank	55	47
24	23	Bank of Baroda	52	47
25	21	Fina Bank	52	51
26	8	Diamond Trust	51	200
27	24	ABC Bank	41	34
28	28	Credit Bank	38	26
29	27	Chase Bank	30	26
30	32	Giro Commercial Bank	30	20

Source: Market Intelligence – *Banking Survey 2002*

Rank 2001	Rank 2000	BANK	Profit 2001 (in Millions)	Profit 2000 (in Millions)
31	37	Fidelity Commercial Bank	27	30
32	25	Equatorial Commercial Bank	26	2
33	29	Akiba Bank	22	26
34	31	Victoria Commercial Bank	20	21
35	33	Paramount Universal bank	12	17
36	38	Dubai Bank (formerly Mashreq bank)	10	-1
37	39	South Credit Bank	8	-14
38	44	City Finance Bank	2	-122
39	36	Devna Finance	1	2
40	40	Consolidated Bank	-13	-34
41	41	Daima Bank	-39	-46
42	45	Bullion Bank (Merged with Southern Credit)	-64	-249
43	34	Euro-Bank	-77	15
44	43	Industrial Development Bank	-221	-66
45	42	HFCK	-255	-51
46	46	Stanbic Bank	-294	-443
47	50	National Bank of Kenya	-323	-1620
48	47	Delphis Bank (under statutory management)	-519	-747
49	51	Co-operative Bank of Kenya	-803	-2354
	4	ABN Amro Bank (sold to Citibank)	0	488
	49	Trust Bank (liquidated)	0	-1581
		Total	9159	2152

Source: Market Intelligence – *Banking Survey 2002*

APPENDIX II: INTRODUCTION LETTER

Anthony M. Mwandikwa
P.O.Box 54775 Nairobi
Office tel 555288

7 November, 2003

Dear Respondent,

Re: MBA Research on Corporate Image

I am a Postgraduate student of the university of Nairobi. In partial fulfilment of the requirements for the award of Master of Business Administration degree I am conducting a study titled "*A Survey Of The Perception Of Corporate Identity Features Among Retail Clients Of Commercial Banks In Nairobi*".

Your organisation, which falls within the population, has been selected to form part of the study. This is therefore to kindly request you to assist me collect data by allowing me to interview some of your clients in your Headquarter branch.

The information provided will be used exclusively for academic purposes and will be treated with absolute confidence. A copy of the research project will be made available to your organisation on request.

Your cooperation will be highly appreciated.

Thank you in advance.

Anthony Mutia Mwandikwa

MBA Student

APPENDIX III: QUESTIONNAIRE

Part 1: Respondents profiles

1. Name of the respondent (optional) _____
2. Occupation of the respondent _____
3. Gender _____
4. Age group
 - Below 30
 - 31 to 40
 - 41 to 50
 - 51 to 60
 - 61 and above

5. Income Bracket par month in Kenya Shillings
 - Under 25,000
 - 25,001 to 50,000
 - 50,001 to 75,000
 - 75,001 to 100,000
 - 100,000 & above

6. How long have you been banking with this bank? _____
7. Apart from this bank which other banks do you have an account with

8. Which is your main bank _____
9. What is your highest level of education
 - No formal Education
 - Primary education
 - Secondary Education
 - Post Secondary
 - Certificate
 - Diploma
 - Higher Diploma
 - First Degree
 - Post graduate
 - Other (Specify) _____

Part Two

10. What is your bank's slogan (e.g. Giro banks slogan is "To Us Your Are Family")

11. Does your bank's services match it's slogan. Yes () No ()

If YES how _____

If NO why _____

12. Is your bank's image important to you? Yes () No ()

13.a. Do you attempt to evaluate the image of your bank? Yes () No ()

b. If yes which of the following do you use to evaluate?

- Other banks
- Discussing will friends
- Other (specify) _____

14. How would you rank your banks overall corporate image?

Excellent 5	Good 4	Average 3	Poor 2	Very Poor 1

15. Please rank the following corporate identity feature in order of the most important. (Note: One (1) for most important eleven (11) for least important)

Identity Feature	Rank
Corporate Name,	
Slogan,	
Corporate Colour,	
Corporate Logo,	
Location,	
Décor & Dress code	
Chief Executive Officer	
Chairperson of the Board of Directors	
Buildings Used	
Technology Used	
Printed Materials	

16. a. What is the name of your banks Chief Executive Officer? _____

b. Do you think that he/she is an important asset to the bank? **Yes** **No**

17.a. What is the name of your banks Chairman? _____

b. Do you think that he/she is an important asset to the bank? **Yes** **No**

18. In your view how would you rate your bank's corporate identity features?

	Excellent 5	Good 4	Average 3	Poor 2	Very Poor 1
Corporate Name,					
Slogan,					
Corporate Colour,					
Corporate Logo,					
Location,					
Décor & Dress code					
Chief Executive Officer					
Chairperson of the Board of Directors					
Buildings Used					
Technology Used					
Printed Materials					

19. Would you want to see any of the following features of the bank changed?

	Yes/No	Reason
Corporate Name,		
Slogan,		
Corporate Colour,		
Corporate Logo,		
Location,		
Décor & Dress code		
Chief Executive Officer/ Chairman		
Buildings Used		
Technology Used		
Printed Materials		

20. In your view which bank has the best Corporate image in Kenya. _____

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11

**A SURVEY OF THE PERCEPTION OF
CORPORATE IDENTITY FEATURES AMONG
RETAIL CLIENTS OF COMMERCIAL BANKS
IN NAIROBI**

11

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2

ANTHONY MUTIA MWANDIKWA

A MANAGEMENT RESEARCH PROJECT SUBMITTED
IN PARTIAL FULFILMENT OF THE REQUIREMENTS OF
THE MASTER OF BUSINESS ADMINISTRATION DEGREE
OF THE UNIVERSITY OF NAIROBI

DECLARATION

This is to declare that this research is my own work. It has not been presented to any university to the best of my knowledge.

Sign..........Anthony Mutia Mwandikwa Date: 24.09.2003

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

Sign.......... George Omondi Date: 6.11.2003

DEDICATION

This research is dedicated to **God** for the opportunities He has granted me throughout my life.

To my parents Julius and Eunice Mutia for the patience, love, sacrifice, for always showing me the way and encouraging me.

To my wife Mutende for the love, understanding and support.

To my children Kyambi and Mwandikwa, my brothers Matiti, Mwinzi and Mwendwa and my whole extended family for being there for me all the time.

ACKNOWLEDGEMENT

I thank **God** for blessing me with the opportunity to undertake my M.B.A.

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LIST OF ABBREVIATIONS

BBK	- Barclays Bank
CBA	- Commercial Bank Of Africa
Coop Bank	- Cooperative Bank
I&M bank	- Investment and Mortgages Bank
KCB	- Kenya commercial Bank
NBK	- National Bank
NIC	- National Industrial Credit Bank
SCB	- Standard Chartered Bank

CHAPTER ONE: INTRODUCTION

1.1.0. BACKGROUND

Businesses operate within a society. It is this society that supplies the business with its inputs and consumes the goods and services that the business produces. The business operates due to the goodwill granted to it by society. The fortunes of a corporate body are intricately tied to the business environment it is operating in. A business enterprise will see its sales either soar or crash depending on how the consumers of its products perceive the organization or its product. Thus the perception of the public toward the business is key to the success of the business.

According to Jefkins (1994) the oldest form of corporate identity is the uniform worn by armies. Armies wore different uniforms so as to differentiate the warring forces. Within the army different regiments are identified by their colour and headdress.

In the modern age of image, public interest has become a powerful force that demands that government, institutions and individuals be responsible and accountable to the public. In their business strategy, therefore, corporations must take public interest to denote respect for and enforcement of the rights of the public.

Corporate image is not about the company's products but about how it treats its employees, the environment, shareholders and the Government, in short, society as a whole. The art of corporate image building is the art of building corporate reputation and credibility. According to Jefkins (1995) corporate image and the corporate identity are two different things although corporate identity may contribute to corporate image i.e. image is mental and the identity is physical. The corporate image is the character of the organisation and the way the company is seen to behave will influence the impression people have of it

Kotler (1997) notes that the most admired companies in the world abide by a code of serving peoples interests. The performance of a business in terms of profitability is linked to its performance in society. If there is a variance between the interests of the public and those of the organization it is the role of public relations to assist to reconcile them. This is to say that since every customer's experience and knowledge of an organisation will be personal, the corporate image of the organisation will differ from one person to another. Here public relations task is therefore to increase people's knowledge and experience so that they have as clear and as correct an impression of the organisation as is possible.

Organizations undertake identity (Image) building programmes either to reinforce a perception or to develop or change the currently held perception. An organisations public relations and marketing activities try to translate an organization's identity into a positive image in the mind of the public. For this to happen, an organisations corporate identity features need to be widely understood and accepted. Very often it is necessary to conduct an image and identity audit (survey) to find out what the current image is.

1.2.0. STATEMENT OF THE PROBLEM

According to Bangs (1998) if you can understand your products from the customers point of view, you can discover new ways to market your products and services, new target markets and new profitability

Commercial banks are key institutions that offer vital services to the public. In the recent past they have had difficulties with their image. Public opinion seems to be against them because of a number of reasons e.g. the collapse of a number of banks, bankers' strikes and the attempt by some banks to abandon the "small" customers and concentrate on the big clients and corporate banking. Added to this, as been the huge profits the banks have been making especially in the declining economy through the charging of high interest rates on loans.

Many banks in the recent past have invested heavily in new corporate identity and also revamped their corporate image. Before this some banks e.g. Barclays and Standard Chartered had closed down their corporate public relations departments whose duty it was to manage the bank's corporate image and the corporate brand. Some banks to date do not have designated public relations (image building) practitioners.

Corporate identity helps the organisation develop and sustain a mutual relationship between its self and its clients. When looking at the Kenya banking sector in the recent past, many banks have developed new corporate identity features with Barclays bank being the first to do so. Barclays bank refreshed its Barclays Logo of an eagle to make it more of an action oriented logo and refined the font type of its Barclays bank name.

Barclays bank was followed by Housing Finance Corporation of Kenya, which changed its name to Housing Finance and adopted a new logo of a house. Standard Chartered Bank has recently redesigned its logo and added green colour to it. Standard Chartered bank has also introduced a dress-down Friday where staff “dress down” by wearing T-shirts and Polo shirts with the corporate colour, name and logo.

By the time of writing this research paper Kenya Commercial Bank had announced that it was in the process of developing a new corporate identity. The Central bank of Kenya has been encouraging small banks to merge with each other and it is expected that many of the newly merged banks will be developing new corporate identities. In this line Giro bank, which merged, with Credit & Commerce bank changed its name to Giro Commercial Bank.

It is against this backdrop that this researcher set out to do an empirical study on the perception of corporate identity features among banks retail clients. Although corporate image is a critical part of any corporate strategy, no study to the knowledge of the researcher has been done on corporate identity or corporate image. Most of the past research has concentrated on marketing issues. Thuo (1990) did a research on the state of relationship marketing in Kenyan banks. Ouma (1999) carried out a research on advertising by commercial banks. Muriithi (1996) did a study on customer service in the Kenyan banking sector. Ngesa (1989) did a study on perception of bank customers and bank management on retail banking attributes. Mwendar (1987) and Masinde (1986) carried out a research on perceived service quality by Kenya Ports Authority and Kenya Airways respectively.

In light of the above, this research sets out to answer the following questions;

- Which corporate identity features do retail clients see as important?
- How do retail clients perceive banks corporate identity features?

1.3.0. OBJECTIVES OF THE STUDY

This study aimed to find out;

1. The ranking of leading Kenyan commercial banks corporate identity features by retail clients in terms of importance.
2. The perception of corporate identity features of leading banks by retail clients.

1.4.0. JUSTIFICATION OF THE STUDY

Bangs (1998) states that you have to continuously engaged in market research so as to know what your customers perceptions are because all your business plans, financing, marketing and personnel plans hinge on market research.

It is hoped that this study will shade light into retail customer's perception towards commercial banks corporate identity features and their corporate image.

This study will be of relevance to the following;

- Bank public relations personnel - It will assist them to know how the general public perceives the bank.
- Bank marketing managers – They will be able gauge how far they can use the corporate identity features in the marketing strategy.
- Bank's management – They can know and understand how the bank is perceived and can thus develop corporate strategies to improve or maintain the banks image.
- Academics – They will be able to increase the scope of knowledge on corporate identity and corporate image.

CHAPTER TWO: LITERATURE REVIEW

2.1.0. EVOLUTION OF CORPORATE IDENTITY

According to Jefkins (1994) the evolution of corporate identity dates back to many centuries ago when kings would lead their armies into war and as a means of identifying themselves would carry a shield with their emblem on it. In due, time this became dangerous for the kings because they were easily identifiable and thus easily killed. So as to confuse their enemies, the kings granted their knights the honour to ware the king's emblem. Emblems became flags and later armies wore uniforms so as to differentiate the warring forces. Today within the army different regiments are identified by their emblems, colour and headdress.

In the 19th century the belief was that if business would operate in a competitive environment it would create wealth for the society. During the late 1800's, rapid and unchecked industrial expansion brought about certain business attitudes and practices that were not in the best interest of the public. These conditions led to criticism of business in the early 1900's. Business leaders realized that their desire for bigger profits had increased criticism and they felt that the goodwill of the public would benefit them. These business leaders had seen how public relations campaigns carried out by government and welfare agencies had succeeded in winning the approval of the public (Jefkins, 1994). Corporations thus began to set up programmes designed to win the public's favour. This led business to invest in their image and is in turn led to the development of public relations.

Public relations is an indirect promotional tool with the role of establishing and enhancing a positive image for an organization. A key task of public relations is image management. Here the public relations function of an organisation must constantly monitor and evaluate the public's perception of the organisation and its products. The evolution of modern corporate identity is tied to corporate image, which in turn is tied to the development of public relations.

In the financial world, the image is everything. Banks and bankers in general have always known of the power of corporate image. Banks that are held in high esteem by their clients and the public in general find it easy to attract customers. A slight fall in how the public views a bank could greatly affect the performance of the bank.

2.2.0. CORPORATE IDENTITY

There is no consensus on the meaning of corporate identity and related terms such as corporate image and corporate personality. Hancock (1992) states that people agree on the importance of corporate identity but differ in their definition of what it is. Many people think that corporate identity is made up of its most visible components, which are the names of an organization and its logo.

Before we can understand the corporate identity we must also understand the three interrelated concepts of corporate personality, identity and image. Pickton and Broderick (2001) define corporate personality as essentially who the organisation is, that is the organisation traits, the sum total of its characteristics that can be both intellectual and behavioural. To them corporate personality is the 'raw' material of corporate identity.

Pickton and Broderick (2001) define corporate identity as the means by which corporate personality is projected or communicated. It is the basis by which an organisation is known and understood. They then define corporate image as the impression created by the corporate identity. It is the perception held of the organisation by its public (target audience).

According to Nicholas (1995) identity is not something cosmetic, it is the core of an organisation's existence. Corporate image is what makes an organization special and unique. It expresses the organization's approach to business, its values and culture. It is reflected in the quality of the products, corporate marketing strategies, communication, and working environment.

Kotler (1999) states that corporate identity comprises of the way a company aims to identify or position itself. According to Jefkins (1994) corporate identity is the way the organization is recognized and distinguished. Corporate image enables an organization to build recognition and loyalty among clients, to communicate its values and special approach to business in a memorable way, to establish a benchmark against which performance may be judged, and to give employees a sense of belonging.

'The company's products styling, price, the package, the salesperson's manner and dress, the places décor, the company's stationary – all communicate something to the consumer. Every brand contact delivers an impression that can strengthen or weaken a customer's view of the company (Kotler 1999).

Corporate identity is achieved:

1. Through effective internal and external communication strategies
2. By aligning organizational processes, people, mission and values
3. Consistent messages to all stakeholders
4. Innovative use of new technologies to meet the growing needs of your customer base
5. Employee, shareholder and customer loyalty

A well-developed corporate identity is an investment in the company's future. It helps to lend credibility and professionalism to the enterprise. Successful companies invest a lot of time and energy in managing how they are seen by the world. They do not leave anything to chance when it comes to their corporate identity. Corporate identity is also the detailed way a company is intended to be run, serving as a guide to employees as the company grows.

Corporate image needs to be carefully managed so that it does not depreciate. Image management requires continuous investment in research and development and skilful application of public relations and marketing tools. Corporate identity helps to give the repetition, which makes advertising successful.

Because corporate image is easily damaged or destroyed, a firm should ensure it does everything possible to protect and defend its image. Having a good image provides the firm with many competitive advantages. A firm will enjoy reduced marketing costs because of customer awareness and loyalty. The firm can charge a higher price because it's good image leads to perceived quality association. This perceived quality will act as a defence against competition because it's corporate name carries high credibility and awareness.

Corporate identity can be used to position the organisation within the market. In the banking sector banks have to position themselves based on the clients they want to attract.

According to Jefkins (1994) it is not advisable to change a corporate identity scheme. Jefkins is quick to add that there have been many successful corporate identity changes. He gives example of Kit Kat, Rentokil, British Telecom, BP/Shell and Our Price as examples in the United Kingdom.

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Kenya has also seen its share of corporate identity changes. Firms such as Nakumatt, Caltex have successfully changed their identity. Many of the recently privatised and commercialised parastatals have also undergone corporate identity changes. Included in this category are KenGen, Telkom, Kenya Airways, Communications Commission of Kenya and Postal.

In the financial sector we have also seen many changes. Housing Finance Corporation of Kenya has changed its name and logo. It is now using the name "Housing Finance" as its calling name. Barclays Bank two years ago replenished its logo and the font type of its name. By the time of writing this report Standard Chartered bank had launched an improved corporate logo.

Companies undertake identity programmes because of many reasons the major one being perceived image problem i.e. the recognition that how the organisation is perceived is not how it would like to be. According to Nicholas Ind (1995) within the generalised objective of improving or changing an image, the stimuli for corporate identity programmes are:

2.2.1. Improving internal Communications

Organisations rarely communicate internally as well as they believe they do. Often there are barriers within the organisation that prevent effective communication. People tend to guard their turf jealously and tend to identify within their own group. Porter (1985) states that there are many opportunities available to senior management to define a larger corporate purpose, to stress the importance of inter-relationships and to discourage parochial behaviour by business units, groups and senior managers. A strong set of firm wide values and a strong corporate identity are vital links in reducing cynicism toward committees and resolving conflicts.

2.2.3. Heightening Awareness

Organisations that fail to articulate who they are and what they do, can often end up with a blurred image. This can be a very real disadvantage when the organisation comes up against a better-known competitor or needs to raise money on the stock market or wants to influence customers.

2.2.4. Improving Stock Price

While there is no substantive evidence to link the identity programme with the share price, it has been noted that financial audiences do actually take note of identity programmes, provided they are substantiated by corporate performance. In fact it is today the norm to develop an identity programme when issuing new shares in the stock market.

2.2.5. Communicating New Strategies

When companies adopt new strategies they may need to signal their intentions to the public. One way of doing this is through the adoption of a new logo or name. In the banking sector in Kenya, Housing Finance Corporation of Kenya changed its name to Housing finance to signal changed corporate direction.

2.2.6. Integrating Two Organisations

When two organisations merge there are always many branding issues to be resolved. In most cases both the company names are simply put together like in the case of Giro Bank and Credit & Commerce bank to form Giro Commercial bank or a new name is developed. Whichever the case, all forms of visual presentation will need to be amended, creating the opportunity to review the presentation of the company.

2.3.0. CORPORATE IMAGE

According to Keller (1998) image is an important aspect of the brand for it reflects the associations that consumers hold towards the brand. Although Keller was referring to a physical brand's image it is very relevant to the corporate brand image and corporate identity. The importance of the corporate/company brand can not be overlooked for in some cases the consumers may not know the difference between the corporate brand and the product brand.

The art of corporate image building is closely related to the art of branding. For the corporate image builders to be successful they must fully understand the importance of the corporation's image and how it relates to consumers. A good and positive corporate image is important for it not only reduces the cost of marketing the organisations products but also positions the organisation and improves its corporate brand equity.

Corporate image is the end result of a corporate identity programme. For the corporate identity programme to be successful then the identity features must be well thought-out and effected. It must be noted that the corporate image must be audited regularly so as to ensure that the firm's image is relevant to its target audience.

The corporate image in the long run translates into corporate reputation which is important to the organisation for a good reputation makes it easier for the organisation to attract customers, funds and also relevant manpower.

In a study carried out in the in 1989 in the U.S.A. by Lydia Demworth, 89% of the sample reported that the reputation of the company often determined which product they would buy. 71% indicated that the more they know about a company the more favourable they feel towards it. Thus the importance of corporate image and identity can not be under emphasized.

2.4.0. CORPORATE IDENTITY FEATURES

Corporate brand builders use an array of tools to develop, strengthen and project the corporate brand image. According to Nicholas (1995), the main features used are; Corporate Name, Slogan, Corporate Colour, Corporate Logo, Location, Printed Materials, Technology used, Buildings used, Chief Executive Officer or Chairman of the Board, Décor and Dress code

2.4.1 Corporate Name

The name of the corporation is the main tool of corporate identity building. In banking a name can be used to express the identity that the bank wants to portray. Names such as Akiba, Co-operative, Reliance and Paramount have been used in Kenya to give an identity to the banks that use these names. The corporate name should trigger attributes and associations which can be used to express the feelings of customers about the corporation.

2.4.2 Slogan

A slogan or tagline is a sentence or phrase that helps qualify the corporate objectives. Slogans are powerful corporate branding devices for they are highly efficient means to building brand equity. They function as useful “hooks” or “handles” to help consumers grasp the meaning of a brand in terms of what it stands for and represents (Keller, 1998). For many years organisations have successfully used taglines. Examples of some Kenyan banks’ slogans are;

Investment & Mortgages Bank	“You’ll Love The Difference”
Co-operative Bank	“We Are You”
Barclays Bank	“A Big World Needs A Big Bank”
NIC Bank	“Your Kind Of Bank”
National Bank	“The Bank With A Vision”
Kenya Commercial Bank	“The Bank Is KCB”, “Taking you into the future”
Standard Chartered Bank	“The Freedom Of Easier Banking”
Commercial Bank of Africa	“Stress Free Banking”
Stanbic Bank	“Better, Simpler, Faster”

A bank's slogan helps the bank communicate what customers should expect from the bank in terms of service and products. For example when a customer is banking with I&M bank they will expect a different type of service and product.

2.4.3 Corporate Colours

A products' colour can influence how people perceive it and thus whether they buy it (Churchill, 1994). Corporate colours are selected colours that an organisation uses so as to be identified. Colour has been used for a long time to identify armies or even sporting teams. In football, countries have for ages played using a select colour e.g. England plays in white, Brazil in blue and gold, Cameroon in Green and gold and so forth. In rugby New Zealand are called the "All Blacks" because of the all black kit they wear.

In banking the same has also transpired, but with the difference that most banks use blue as their main colour or one of their colours. This is because blue is seen as a cool colour that represents competence and stability. Green is also used a lot by banks and financial institutions because it signals life and freshness.

2.4.4 Corporate Logo

For a long time it has been known that people remember what they see more than what they read or what they are told. A strong symbol can provide cohesion and structure to an identity, making it much easier to gain recognition and recall (Aaker & Joachimsthalder, 2000).

In the yester years kings and other noble families designed court of arms so as to be identified, an example being the Hapsburg Eagle of the Austro-Hungarian Empire. According to Keller (1998) logos have a long history as a means to indicate origin, ownership or association.

Organisations also follow the trend set out by royals and have developed logos that they use to represent the organisation. In most cases the logo is used together with the corporate name. Logos help to put a picture (image) in the mind of consumers. This acts as a quick reference for the organisation. Barclays Bank uses an eagle in its logo while Kenya Commercial bank uses a lion just to mention a few examples.

2.4.5 Location

Location also helps portray the kind of class an organisation is in. If a bank wants to portray itself, as being the peoples bank, then it has to have branches near where the people are. If it wants to exclude the image of a corporate bank then it must also be located near where corporate organisations are. A good example of this in Kenya is Kenya Commercial Bank and Citibank. You find KCB has branches all over the country while Citibank has branches only in Nairobi and Mombasa. This has led to Kenya Commercial Bank being viewed as the “wananchi’s” bank, while Citibank is seen as a corporate bank.

2.4.6 Décor and Dress Code

The way a person dress’s, it is said can say a lot about the person. This is also true for organisations. According to Churchill (1994) a good store design can boost sales. The décor of an organisation’s office and the way it’s employees dress can speak volumes about the way people in the organisation work and treat their customers. From a design perspective the corporate identity will have implications for many areas. In the case of a bank it will have implications on how branches are designed. This will include the design of the fascia, interior decorations, teller systems and furniture.

The basic way a retail store creates and maintains a particular image is through the store’s atmosphere (décor) (Churchill, 1994). A conservative décor of wood panelling, leather chairs and Oak wood tables will portray a conservative attitude and experience by the bank. A modern décor of open spaces, work-stations, chipboard furniture will communicate a modern, flexible and forward-looking bank.

Many banks have also introduced the dress down Friday where staff wear T-shirts as a way of lighting up their work atmosphere and their image.

2.4.7 Printed Materials

The quality of the printed material will tell you how serious the organisation is with its image and its clients. Poor quality paper, spelling mistakes and grammatical errors will portray a negative image of the organisation. Some of the materials printed by banks include in-house staff magazines, customer magazines, brochures, fliers and posters.

2.4.8 Technology used

The use of modern technology tells the customer that the bank is progressive and innovative. A bank like Standard Chartered Bank has cut a niche for itself because it was the first bank to fully computerise its operations in Kenya. It was also the first bank to introduce ATM's and go fully online such that a customer can bank at any branch anytime. The use of modern technology shows the organisation is modern and innovative.

2.4.9 Buildings

In the past banks were housed in buildings designed with the 19th century architectural design. Banks were known for their conservative taste in buildings. A good example in Nairobi is the Standard Chartered bank Kenyatta Avenue branch, Stanbic bank branch on Kenyatta Avenue, Kenya commercial bank, Kipande House and the Barclays bank Moi Avenue branch. In Mombasa the Kenya commercial bank Treasury Square branch and Citibank's Mombasa branch also demonstrate this. These old building portray conservativeness and experience.

The trend in the recent past has changed. Examples are the new I&M bank buildings in Nairobi i.e. I&M bank towers and the Citibank Building. The new design of buildings communicate freshness, innovation and vision.

2.4.10. Chief Executive Officer or Chairman of the Board

The Chief Executive Officer or Chairman of the Board could be used as an identity feature. Corporations like Virgin, Microsoft, General Electric and Apple have used their Chief Executive Officer's as an identity feature. Bill Gates ambition and drive to be the best has been the calling card of Microsoft. In Kenyan banking sector Kenya Commercial bank, used its Chief Executive Officer Garth George, to communicate the change in the banks management, its new focus and vision.

The above identity features help build the organisations corporate brand equity. According to Aaker, brands have equity because they have high awareness, many loyal customers, high reputation for perceived quality and proprietary brand assets.

Corporate identity is the bridge between that organisation and the customer. It helps the customer identify with the organisation. Consumers prefer high equity brands because they find it easier to interpret what benefits the brand offers, feel more confident of it and get more satisfaction from using it (Batra, 1999). To put it in other words, it helps build a relationship with the organisation and this gives the consumer a sense of belonging.

2.5.0. THE KENYAN BANKING INDUSTRY

Seven banks that control approximately 77% of the total banking market in Kenya (Kenya Banker Magazine, 2000). Although the market has stabilised in the recent past this was not the case some years ago. The banking sector has undergone numerous crisis which began in the 1980's and followed through to the 1990's. The last crisis began in September 1998 when a "Cheque Kitting" syndicate was exposed that led to the closer of Reliance bank. Cheque kitting is the issuing of cheques without funds to back them up. This crisis also led to the Central bank phasing out its Bearer Certificates of Deposit (CD's).

Two weeks after the breaking of the Reliance bank scandal, then followed depositors run on the then Kenya's seventh largest bank, Trust bank. The bank was later put under Central bank statutory management. Within another two weeks Prudential bank and Guilders bank were also placed under statutory management by the central bank. All the above events led to September 1998 being called "*Black September*".

The events of *Black September* led to a serious fall in the way banks were viewed by the public. But just when banks were getting their act together, the National Bank of Kenya suffered a liquidity crisis, the second in a decade. To ensure it did not collapse the Government had to pump in some two billion shillings to prop up the bank. The National bank crisis opened the eyes of the public to the large amount of bad debts or non-performing loans being carried by the banking sector.

Other problems that hit the banking sector in the recent past are Bankers strike, the offloading of "small" clients, and the huge profits the banks are making. Kenya analysts say, is over banked even after the many bank closures. In Kenya five of the seven largest banks made 75% of the Kenya shillings 18.8 billion in profit in 1998 (Central Bank of Kenya, 1999). This huge profits and non-performing loans have led to the enactment of the "Donde Bill" which hopes to reduce bank interest rates. Before the enactment of the Donde law the banks failed to muster support from the public against the bill and instead came out looking like greedy business out to protect its huge profits.

(Appendix i: Banks Profits Table)

In Kenya the banking sector has for sometime now been trying to change the perception held by Kenyans about the industry. This has been done on an individual bank setting and also by the Kenya Bankers Association. Worcester et al (1983) suggested that the best way to measure the effectiveness of a new identity campaign is to track levels of awareness of the campaign and the degree of shift in public attitudes.

CHAPTER THREE: RESEARCH METHODOLOGY

3.0.0. RESEARCH DESIGN

This is a survey on the perception of corporate identity features of leading commercial banks in Kenya by their retail clients. This chapter consists of the research setting, the population, sample, data collection, research instrument and data analysis.

3.1.0. RESEARCH SETTING

The study was conducted in the nine top commercial banks in Kenya in terms of deposits in 2002 with branches in Nairobi. The banks headquarter branch was the point of the research.

3.2.0. THE POPULATION

The population will consist of all retail clients of all the commercial banks in Kenya.

3.3.0. THE SAMPLE

The sample size will be 90 consisting of ten (10) retail clients for each of the top nine commercial banks in Kenya, based on deposits. The top nine commercial banks were chosen because they control about 75% of the banking sector. The banks headquarter branch will be the point of the research.

Table 1: Deposits Held by the top nine Commercial Banks

Number	Bank	Total Deposits
1	Barclays Bank	56,801,000,000
2	Kenya Commercial Bank	50,378,000,000
3	Stanchart Bank	45,222,000,000
4	Citibank	22,262,000,000
5	National Bank	19,818,000,000
6	Cooperative Bank	18,673,090,000
7	Commercial Bank of Africa	13,946,000,000
8	CFC Bank	5,510,000,000
9	NIC Bank	5,571,000,000
	Total	238,181,090,000

Source: Market Intelligence – *Banking Survey 2002*

Table 2: Sample Size Per Bank

NUMBER	BANK	SAMPLE SIZE
1	Barclays Bank	10
2	Kenya Commercial Bank	10
3	Stanchart Bank	10
4	Citibank	10
5	National Bank	10
6	Cooperative Bank	10
7	Commercial Bank of Africa	10
8	CFC Bank	10
9	NIC Bank	10
	Total	90

The simple units were selected using the systematic random sampling technique. The first respondents were selected randomly and there after every fifth adult client were surveyed until the 10th client.

3.4.0. DATA COLLECTION

Primary data was used in the study. The data was collected via a questionnaire (see appendix II). To ensure a high proportion of responses and a high return rate, the questionnaire will be self-administered.

The questionnaire was divided into two parts and had both open ended and closed-ended questions.

Part 1 of the questionnaire profiles the respondents.

Part 2 will examine the extent of awareness, perception and the importance of various corporate identity features.

3.5.0. DATA ANALYSIS

The results were analyzed by descriptive statistics, graphs, percentages, tables and frequencies. Statistical Package for Social Sciences (SPSS) software was used.

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CHAPTER FOUR: DATA ANALYSIS & FINDINGS

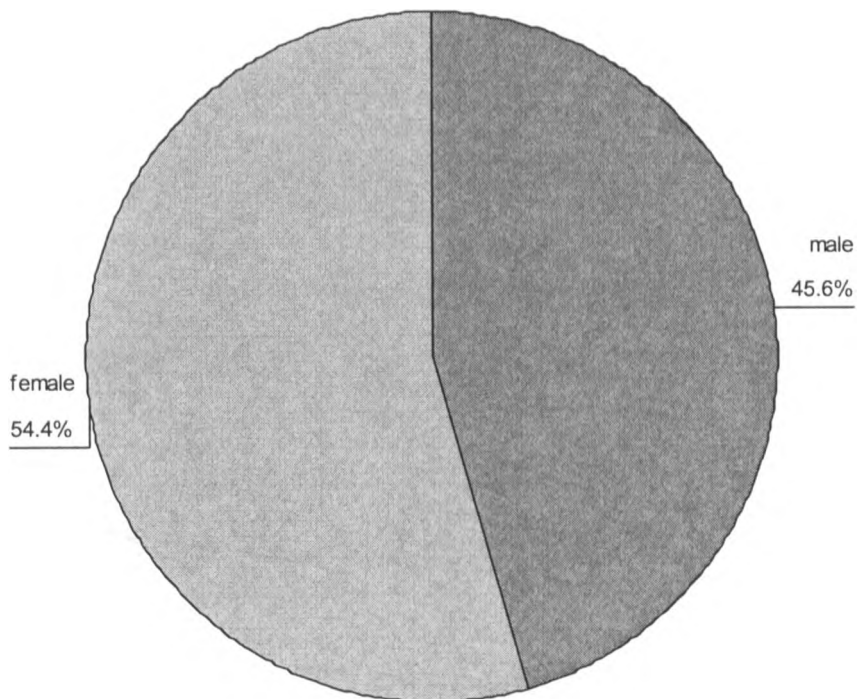
4.1.0. RESPONDENTS DISTRIBUTION IN TERMS OF GENDER

Gender has always been a distinguishing variable mainly because men and women have different needs and treats. Men and women also look at product and services from different perspectives. The findings show that out of the ninety respondents 54.4% (49 respondents) were female and 45.6% (41 respondents) were male (Table 3 and Figure 1).

Table 3: Statistics on Gender

	Frequency	Percent	Valid Percent	Cumulative Percent	Mean	1.54
Male	41	45.6	45.6	45.6	Median	2.00
Female	49	54.4	54.4	100.0	Std. Deviation	0.50
Total	90	100.0	100.0			

Figure 1: Pie Chart on Gender



4.2.0. RESPONDENTS DISTRIBUTION IN TERMS OF AGE

The age distribution of the respondents show a good distribution with 16 respondents (17.8%) being below 30 years of age, 21 respondents (23.3%) belonged to the 41-50 age group, 8 respondents(8.9%) were from the 51-60 age group and 1 respondents(1.1%) were from the above 61 age group. The majority of the respondents (48.9%) were drawn from the 31-40 age group.

Table 4: Statistics On Age Distribution Of Respondents

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Below 30	16	17.8	17.8	17.8	Missing	0
31 To 40	44	48.9	48.9	66.7	Mean	2.27
41 To 50	21	23.3	23.3	90.0	Median	2.00
51 To 60	8	8.9	8.9	98.9	Std. Deviation	.90
Above 61	1	1.1	1.1	100.0		
Total	90	100.0	100.0			

4.3.0. RESPONDENTS DISTRIBUTION IN TERMS OF INCOME

The findings show that the respondents were well distributed in terms of income. Table 5 shows that 16 respondents (17.8%) earned below Kshs. 25,000 per month, 18 earned between Kshs. 25,001 to Kshs. 50,000, 8.9% earned between 50,001 & 75,000 and 23.3% earned Kshs.75,001 to 100,000. 30% of the respondents earned above Kshs. 100,000.

Table 5: Statistics on Income

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Under 25,000	16	17.8	17.8	17.8	Missing	0
25,001 To 50,000	18	20.0	20.0	37.8	Mean	3.28
50,001 To 75,000	8	8.9	8.9	46.7	Median	4.00
75,001 To 100,000	21	23.3	23.3	70.0	Std. Deviation	1.51
Above 100,000	27	30.0	30.0	100.0		
Total	90	100.0	100.0			

4.4.0. RESPONDENTS DISTRIBUTION IN TERMS OF EDUCATION

When categorised in terms of education the findings showed a result of a majority of the respondents, 30%, had post graduate education (Table 6). 18.9% had a first degree, 18.9% had a college diploma,10% had a college certificate and 8.9% had secondary education. Out of the 90 respondents only 2 had no formal education and 6 stated they had "Other" education qualifications.

The majority of those who listed has “other” had Certified Public Accountants, Certified Public Secretary, Certified Financial Analysts, and Association of Certified Chartered Accountant qualifications.

Table 6: Statistics on Education

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
No Formal Education	2	2.2	2.2	2.2	Missing	0
Secondary Education	8	8.9	8.9	11.1	Mean	5.62
Certificate	9	10.0	10.0	21.1	Median	6.00
Diploma	21	23.3	23.3	44.4	Std. Deviation	1.56
First Degree	17	18.9	18.9	63.3		
Post Graduate	27	30.0	30.0	93.3		
Other	6	6.7	6.7	100.0		
Total	90	100.0	100.0			

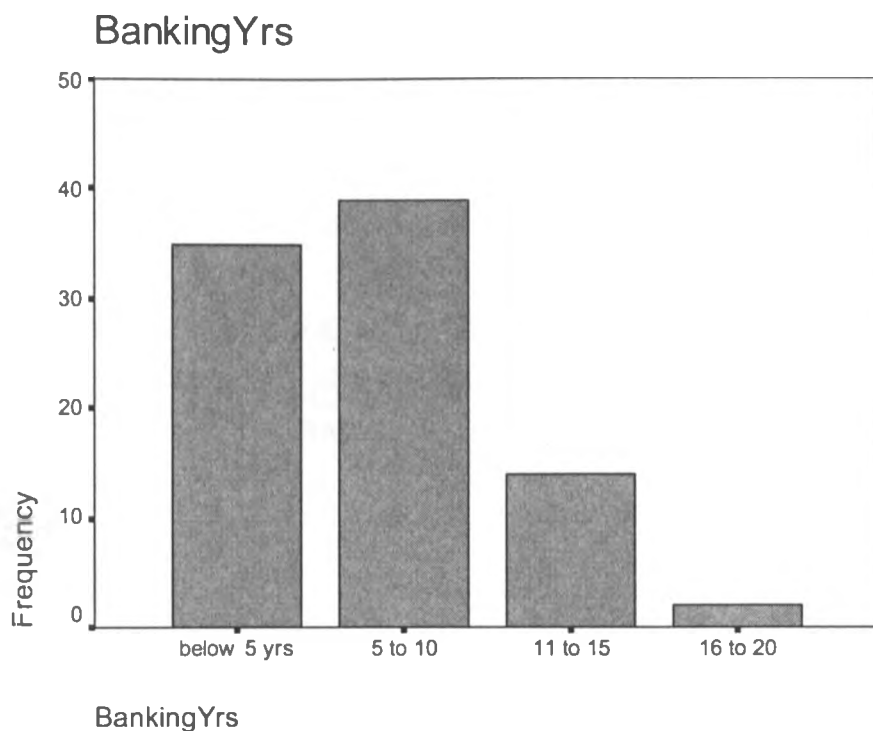
4.5.0. YEARS RESPONDENTS HAVE BANKED WITH THEIR BANKS

The number of years a customer has been banking with a particular bank shows the level of “loyalty” that the customer has to the particular bank. From the findings (Table 7) we find that a majority of the respondents (43.3%) have banked with their banks for between 5 and 10 years. The second group of respondents has banked with the bank for below 5 years. These two groups of respondents make up 82.2% of the population (Figure 2). Only 17.8% of the respondents have banked with their banks for over 15 years. This shows that the banking industries “loyalty” level based on the number of years bank with a bank is very high but is far below what used to be the norm of people banking with one bank for life.

Table 7 : Statistics on banking years as a customer with the bank

	Frequency	Percent	Valid Percent	Cumulative Percent	Valid	90
Below 5 Yrs	35	38.9	38.9	38.9	Missing	0
5 To 10	39	43.3	43.3	82.2	Mean	1.81
11 To 15	14	15.6	15.6	97.8	Median	2.00
16 To 20	2	2.2	2.2	100.0	Std. Deviation	0.78
Total	90	100.0	100.0			

Figure 2: Number of Years of banking



4.6.0. DISTRIBUTION OF RESPONDENTS PER BANK

From the findings the researcher found that the respondents are reasonably distributed into different banks. This shows that a majority of those using the services of the banks were the interviews took place actually belong to other banks. The finding (Table 8) show that the three largest banks have the largest clients (Barclays Bank 18.9%, KCB 22.2% and Standard Chartered Bank 26.7%)

Table 8: Distribution of Respondents per Bank

	Frequency	Percent	Valid Percent	Cumulative Percent
BBK	17	18.9	18.9	18.9
KCB	20	22.2	22.2	41.1
SCB	24	26.7	26.7	67.8
CITIBANK	5	5.6	5.6	73.3
NBK	2	2.2	2.2	75.6
COOP BANK	7	7.8	7.8	83.3
CBA	7	7.8	7.8	91.1
NIC BANK	6	6.7	6.7	97.8
NOT IN TOP TEN	2	2.2	2.2	100.0
TOTAL	90	100.0	100.0	

4.7.0. FINDINGS ON CORPORATE IMAGE

When asked the question if they evaluate their banks image 74 (82.2%) responded in the positive with only 17.8% of the respondents said they do not evaluate their banks image (Table 9).

Table 9 : How Customers Evaluate Their Bank's Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC	NOT IN TOP TEN	TOTAL	PERCENTAGE
YES	16	16	18	5	1	6	7	3	2	74	82.2
NO	1	4	6	0	1	1	0	3	0	16	17.8
Total	17	20	24	5	2	7	7	6	2	90	100

A significant number of the respondents 48.9% (Table 10) said they evaluate their banks image by comparing with other banks. 23.3% of the respondents evaluate their banks image by discussing with friends and 11.1% evaluate their banks image through other means. Only 16.7% do not evaluate their banks image.

Table 10 : How Customers Evaluate Their Bank

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
Other Banks	44	48.9	48.9	48.9
Discussing With Friends	21	23.3	23.3	72.2
Other	10	11.1	11.1	83.3
Does not evaluate	15	16.7	16.7	100.0
Total	90	100.0	100.0	

Out of the 90 respondents 86 (95.6%) stated that their bank's corporate image was important to them (Table 11). Only 4 (4.4%) respondents said that their banks image was not important. Out of those who responded positively that their banks image was important 44.2% were male and 55.8% were female. All of the respondents (17) who stated that Barclays Banks was their main bank answered that corporate image is important to them. The same also applied for Citibank (5), Cooperative bank (7), National bank (2), Commercial bank of Africa (7) and NIC bank (6). Even the two respondents whose banks where not in the top nine banks stated that corporate image was important.

Two respondents making up (4.4%) whose main bank was KCB and Standard Chartered responded that image was not important to them but the overwhelming majority (95.6%) stated that image was important.

Table 11: Importance Of Corporate Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
YES	17	18	22	5	2	7	7	6	2	86	95.6
NO	0	2	2	0	0	0	0	0	0	4	4.4
TOTAL	17	20	24	5	2	7	7	6	2	90	100

Out of all the respondents only 2.2% responded that their banks corporate image was very poor or poor. A majority (62.2%) responded that their banks image was average. 18.9% responded that their banks image was excellent and 16.7% said their banks image was good. All the respondents who described their banks image as poor or very poor were from Kenya Commercial Bank.

Table 12 : Customers Rating of their Bank's Image

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V. Poor	0	1	0	0	0	0	0	0	0	1	1.1
Poor	0	1	0	0	0	0	0	0	0	1	1.1
Good	0	10	1	0	1	2	0	0	1	15	16.7
Average	15	8	15	1	1	4	5	6	1	56	62.2
Excellent	2	0	8	4	0	1	2	0	0	17	18.9
Total	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.49E-02										
Std. Deviation	0.71										

4.8.0. FINDINGS ON SLOGAN

From the results of the analyses the researcher found that 57 (63.3) respondents did not know their banks slogan (Table 13). Those who knew were only 33 respondents i.e. 36.7% of the sample. NBK and NIC bank were the banks where none of their customer knew the banks slogan. CBA was the bank where a substantial number of their customer (85.7%) knew the bank's slogan. BBK and SCB customers were split almost in the middle i.e. BBK- 47.1%:52.9% and SCB- 41.7%:58.3%. Citibank and KCB also scored very poorly with only 20% for Citibank's customers knowing their bank's slogan and 10% of KCB's customers knowing the slogan.

Table 13: Knowledge of bank's slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
YES	8	2	10	1	0	5	6	0	1	33	36.7
NO	9	18	14	4	2	2	1	6	1	57	63.3
TOTAL	17	20	24	5	2	7	7	6	2	90	100.0

When asked if their bank's slogan marched it's services the respondent were split 48.3% to 51.7 % for yes and no respectively (Table 14).100% of CBA's customers responded yes when asked if the bank's services corresponded with its slogan. This shows that CBA's marketing and public relations communication has communicated well about its image.

The only other bank to score well was Citibank which had 80% of its customers responding yes. BBK, SCB, Coop bank and KCB scored 58.8%, 50%, 42.6% and 31.6% respectively. All of NIC and NBK customers said the banks slogan did not march their services.

Table 14: March between bank's Services and Slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	PERCENT
YES	10	6	12	4	0	3	7	0	1	43	48.3
NO	7	13	12	1	2	4	0	6	1	46	51.7
TOTAL	17	19	24	5	2	7	7	6	2	89	100.0

4.9.0. FINDINGS ON EXECUTIVE OFFICER AND CHAIRPERSON

When asked if they knew the name of their bank's Chief Executive Officer the respondent where split 50:50 (Table 15). When divided into their respective banks a majority of the customers of coop bank (85.7%), CBA (71.4%), KCB (65%) and BBK (52.9%) knew the banks the name of the bank's Chief Executive Officer. A majority of Citibank (100%) and SCB (66.7%) customer's did not know their bank's Chief Executive Officer's name. NBK and NIC bank both score 50% of their customer's knew their bank's Chief Executive.

Table 15: Knowledge of Bank's Chief Executive Officer 's by Customers

DO YOU KNOW YOUR BANKS CHIEF EXECUTIVE OFFICER 'S NAME?	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BANK					
BBK	9	52.9%	8	46.1	17
KCB	13	65	7	35	20
SCB	8	33.3	16	66.7	24
CITIBANK	0	0	5	100	5
NBK	1	50	1	50	2
COOP BANK	6	85.7	1	14.3	7
CBA	5	71.4	2	28.6	7
NIC BANK	3	50	3	50	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	45	50	45	50	90

When asked if their bank's Chief Executive Officer was import to the bank 86.7% of the respondents answered yes. CBA, NBK and NIC bank's customer's all (100%) said that their bank's Chief Executive Officer was important (Table 16).

Table 16: Importance of Banks Chief Executive Officer to Customers

	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BBK	16	94.1	1	5.9	17
KCB	17	85	3	35	20
SCB	20	83.3	4	16.7	24
CITIBANK	4	80	1	20	5
NBK	2	100	0	0	2
COOP BANK	5	71.4	2	28.6	7
CBA	7	100	0	0	7
NIC BANK	6	100	0	0	6
NOT IN TOP TEN	1	50	1	50	2
TOTAL	78	86.7	12	13.3	90

Only 36.7% of the respondents knew the name of their bank's Chairman. Out of these CBA (100%), Coop bank (85.7%) and KCB (50%) customers scored highest. NBK, BBK and Citi bank scored poorest with all the respondents from the three banks not knowing their Chairman (Table 17).

Table 17: : Knowledge of Bank's Chairman's Name by Customers

	YES	%	NO	%	TOTAL
BBK	0	0	17	100	17
KCB	10	50	10	50	20
SCB	7	41.2	17	58.8	24
CITIBANK	0	0	5	100	5
NBK	0	0	2	100	2
COOP BANK	6	85.7	1	14.3	7
CBA	7	100	0	0	7
NIC BANK	3	50	3	50	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	33	36.7	57	63.3	90

Table 18 shows that 64.4% of the respondents stated that their bank's Chairman was important to the bank. Out of these 100% of the respondents from CBA and NIC bank said that their chairman was important to the bank. 100%, 71.4% and 60% of the respondents from the banks not in the top ten, Coop bank and Citi bank respectively did not see their bank's Chairmen as important.

Table 18 : Importance Chairman to the Bank's Customers

	YES	YES PERCENTAGE	NO	NO PERCENTAGE	TOTAL
BBK	12	70.6	5	29.4	17
KCB	13	65	7	35	20
SCB	15	62.5	9	34.5	24
CITIBANK	2	40	3	60	5
NBK	1	50	1	50	2
COOP BANK	2	28.6	5	71.4	7
CBA	7	100	0	0	7
NIC BANK	6	100	0	0	6
NOT IN TOP TEN	0	0	2	100	2
TOTAL	58	64.4	32	35.6	90

4.10.0. RATING OF IDENTITY FEATURES

4.10.1. Rating of Bank's Name

Table 19 shows that 90% of all the respondents rated their bank's name as either good (45.6%) or excellent (44.4%). Only 1.1% rated their banks name has poor. The rest (8.9%) rated their bank's name as average.

Table 19: Rating of Banks Name

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	1	0	0	0	0	0	0	0	1	1.1
AVERAGE	1	2	4	0	0	0	0	0	1	8	8.9
GOOD	5	15	6	0	2	5	4	3	1	41	45.6
EXCELLENT	11	2	14	5	0	2	3	3	0	40	44.4
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.24E-02										
Std. Deviation	.69										

4.10.2. Rating of Bank's Slogan

The overall response to the how the banks customers (80%) rated the bank's slogan as good (62.2%) or excellent (17.8%). 15.6% rated their banks slogan as average while 1.1% rated the slogan as very poor or poor. 2.2% did not respond (Table 20).

Table 20: Rating of Bank's Slogan

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	1	0	0	0	1	1.1
POOR	0	1	0	0	0	0	0	0	0	1	1.1
AVERAGE	0	7	5	0	0	2	0	0	0	14	15.6
GOOD	16	12	9	4	2	0	5	6	2	56	62.2
EXCELLENT	1	0	8	1	0	4	2	0	0	16	17.8
Missing	0	0	2	0	0	0	0	0	0	2	2.2
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	4.69										
Std. Deviation	44.48										

4.10.3. Rating of Bank's Corporate Colours**Table 21: Rating of Bank's Corporate Colour**

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
AVERAGE	3	4	2	0	1	0	0	0	1	11	12.2
GOOD	7	15	15	5	1	4	6	6	1	60	66.7
EXCELLENT	7	1	7	0	0	3	1	0	0	19	21.1
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	6.05E-02										
Std. Deviation	.57										

All the respondents rated their bank's corporate colours as above average (Table 21). Out of these 12.2% rated their banks colours as average, 66.7 % rated them as good and 21.1% rated their banks colours as excellent.

4.10.4. Rating of Bank's Corporate Logo

A significant number (78.9%) of the respondents rated their bank's logo as good or excellent. 16.7% rated it as average and only 4.4% rated it as poor (Table 22).

Table 22: Rating of Banks' Logo

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	1	0	1	2	0	0	0	4	4.4
AVERAGE	3	2	7	1	0	1	0	0	1	15	16.7
GOOD	5	16	13	4	1	1	7	6	1	54	60
EXCELLENT	9	2	3	0	0	3	0	0	0	17	18.9
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.38E-02										
Std. Deviation	.70										

4.10.5. Rating of Bank's Location

The majority (49) making up 54.4% of the respondents rated their bank's locations as good (Table 23). Out of these the 13 were from BBK, 12 from KCB and 15 from SCB. The other significant portion (24.5%) of the respondents rated their bank's location as average. 18 respondents making up 20% of the sample rated their bank's location as excellent.

Table 23: Rating of Banks' Location

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	0	0	0	1	0	0	0	1	1.1
AVERAGE	3	6	3	0	2	4	1	3	0	22	24.5
GOOD	13	12	15	1	0	1	4	3	0	49	54.4
EXCELLENT	1	2	6	4	0	1	2	0	2	18	20
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.38E-02										
Std. Deviation	.70										

4.10.5. Rating of Bank's Décor

The results on the décor (Table 24) were mixed. 44.5% of the respondents rated their bank's décor as good and 13.3% as excellent. 24.5% rated it as average and 14.4% as poor. 3.3% rated it as very poor. Although the results were mixed 57.8% (52 respondents) rated their banks décor as good or excellent.

Table 24: Rating of Banks' Décor

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	1	0	0	0	1	3	3.3
POOR	1	7	2	0	0	2	0	0	1	13	14.4
AVERAGE	3	7	4	0	0	3	2	3	0	22	24.5
GOOD	10	5	9	5	1	2	5	3	0	40	44.5
EXCELLENT	3	0	9	0	0	0	0	0	0	12	13.3
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	0.11										
Std. Deviation	1.01										

4.10.6. Rating of Bank's Chief Executive Officer

The majority of the respondents (81.1%) rated their bank's chief Executive Officer as either good or excellent (Table 25). 14 respondents (15.6%) rated their Chief Executive Officer as average, with 3.3% rating the Chief Executive Officer as poor or very poor.

Table 25: Rating of Bank's Chief Executive Officer

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	0	0	0	1	1	1.1
POOR	0	0	2	0	0	0	0	0	0	2	2.2
AVERAGE	0	4	6	0	1	2	0	0	1	14	15.6
GOOD	10	11	12	5	0	4	3	6	0	51	56.6
EXCELLENT	7	5	4	0	1	1	4	0	0	22	24.5
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.13E-02										
Std. Deviation	.77										

4.10.7. Rating of Bank's Chairperson

Table 26 shows that 70.1% of the respondents rated their bank's chairperson as good or excellent. 21 respondents rated their bank's chairperson as average with only 5.5% rating them as poor or very poor. 1.1% of the respondents did not answer this question.

Table 26: Rating of Banks' Chairperson

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	0	0	0	0	0	0	0	1	1	1.1
POOR	0	0	3	0	0	1	0	0	0	4	4.4
AVERAGE	2	8	4	0	1	5	0	0	1	21	23.3
GOOD	11	8	14	5	0	1	3	6	0	48	53.4
EXCELLENT	3	4	3	0	1	0	4	0	0	15	16.7
MISSING	1	0	0	0	0	0	0	0	0	1	1.1
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.59E-02										
Std. Deviation	.81										

4.10.8. Rating Of Bank's Buildings

Table 27 shows that 68 of the respondents who made up 75.6% of the sample rated the buildings used by their bank as either good or excellent. 21.1% rated their banks buildings as average with only 3.3% rating their bank's buildings as poor. No respondents rated their bank's building as very poor.

Table 27: Rating of Banks' Buildings

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
POOR	0	0	1	0	0	2	0	0	0	3	3.3
AVERAGE	1	8	3	0	2	2	0	3	0	19	21.1
GOOD	14	11	15	2	0	2	7	3	1	55	61.1
EXCELLENT	2	1	5	3	0	1	0	0	1	13	14.5
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	7.28E-02										
Std. Deviation	.69										

4.10.9. Rating of Bank's Technology

When asked to rate their bank's technology 75.5% or 68 respondents rated it as either good or excellent (Table 28). Here it must be noted that the highest scoring banks were BBK (100%), Citi bank (100%), CBA(100%), NIC bank (100%) and SCB (96.7%) whose customers rated their technology as good or excellent. 15.6% of the respondents rated the technology used by their bank's as average with 8.9% rating it as poor or very poor.

Table 28: Rating of Banks' Technology

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	0	0	0	0	0	1	1.1
POOR	0	6	0	0	0	1	0	0	0	7	7.8
AVERAGE	0	6	2	0	1	4	0	0	1	14	15.6
GOOD	8	7	5	0	1	1	2	6	0	30	33.3
EXCELLENT	9	0	17	5	0	1	5	0	1	38	42.2
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	0.11										
Std. Deviation	1.00										

4.10.10. Rating of Bank's Printed Material

Table 29 shows that 64 respondents making up 71.1% of the sample rated their bank's printed material as either good or excellent. Out of these the high scoring bank were CBA, SCB, Citi bank, NIC bank and the banks not in the top nine with their customers scoring them at 100% that their bank's printed material was good or excellent. KCB faired poorly with only 30% of it's customer rating it as good.

Table 29: Rating of Banks' Printed Material

	BBK	KCB	SCB	CITI BANK	NBK	COOP BANK	CBA	NIC BANK	NOT IN TOP TEN	TOTAL	%
V.POOR	0	1	0	0	0	0	0	0	0	1	1.1
POOR	0	6	0	0	1	3	0	0	0	10	11.1
AVERAGE	1	7	6	0	0	0	0	0	1	15	16.7
GOOD	16	6	15	3	1	4	6	6	0	57	63.3
EXCELLENT	0	0	3	2	0	0	1	0	1	7	7.8
TOTAL	17	20	24	5	2	7	7	6	2	90	100
Std. Error of Mean	8.68E-02										
Std. Deviation	.82										

INVESTING THE HANDS
FOR THE FUTURE

It must be stated here that the importance of customers rating an identity feature as good or excellent is that the client will more likely remember the feature and thus it shall occupy the consumers top of the mind.

4.11.0. RANKING OF IDENTITY FEATURES

When asked to rank in order of importance the identity features technology used by the bank was ranked top followed closely by the corporate name (Table 30). The mean ranking of the top two features was three. Décor was ranked last with a score of 766 and a mean ranking of nine.

Table 30: Ranking of Banks' Identity Features

	Ranking	Total Score	Mean	Std. Error	Std. Deviation
TECHNOLOGY	1	255	3	0.3	2.7
NAME	2	272	3	0.2	2.3
CHIEF EXECUTIVE OFFICER	3	385	4	0.3	3.2
LOCATION	4	449	5	0.3	3.2
SLOGAN	5	503	6	0.3	2.6
BUILDING	6	517	6	0.3	2.8
CHAIR PERSON	7	538	6	0.3	2.9
COLOUR	8	596	7	0.3	3.1
PRINT	9	628	7	0.3	3.0
LOGO	10	688	8	0.3	3.1
DECOR	11	766	9	0.3	2.7

This shows that when developing their business strategies banks must take into account the development of technology as one of the of the key business drivers in their industry. It must also be noted that the Chief Executive Officer is also a key player in promoting the bank. The researcher must add here that all the identity features are important to the development and promotion of the banks image. Although some may be rated higher then others they all play a role in the image of the organisation.

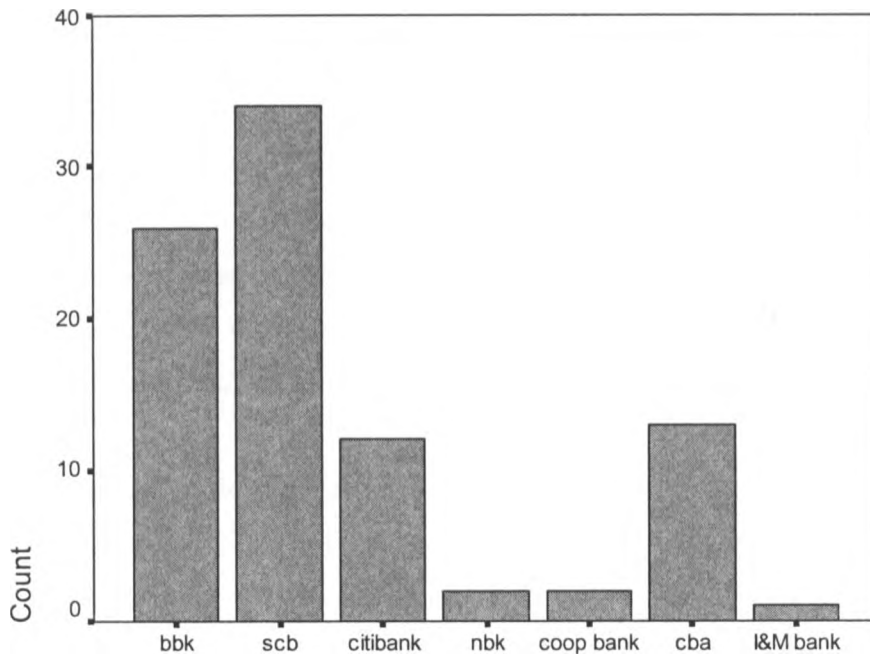
4.12.0. WHICH IS THE BEST BANK IN KENYA

When asked which is the best bank in Kenya SCB was rated as the best bank in Kenya with 37.8% of the respondents. BBK was second with 29 %(Table 31and figure 3). Third was CBA (14.4%) and fourth was Citi bank (13.3%). NBK and Coop bank were joint fifth with I&M bank coming in sixth. KCB and NIC bank were the two top nine bank's that were not rated by respondents.

Table 31: The Best Bank in Kenya

	FREQUENCY	PERCENT	VALID PERCENT	CUMULATIVE PERCENT
BBK	26	28.9	28.9	28.9
SCB	34	37.8	37.8	66.7
CITIBANK	12	13.3	13.3	80.0
NBK	2	2.2	2.2	82.2
COOP BANK	2	2.2	2.2	84.4
CBA	13	14.4	14.4	98.9
I&M BANK	1	1.1	1.1	100.0
TOTAL	90	100.0	100.0	
STD. DEVIATION	2.09			

Figure 3: The Best Bank In Kenya



Which is the best bank in kenya

CHAPTER FIVE: CONCLUSION AND RECOMMENDATIONS

5.1.0 DISCUSSIONS AND RECOMMENDATIONS

Most corporate identity work is carried out mainly for organisations that wish to create a new image, enhance their image, or change their current image. This is not to say that there are no opportunities to develop a corporate identity from scratch it does happen especially for new organisations. In the above mentioned circumstances, a new corporate identity programme must be developed after understanding and knowing the current corporate image. Thus, the corporate Identity builder must continuously be aware of the corporation's perceived image as held by its publics. To achieve this, corporate image builder must consistently carry out image audits of their organisations and analysis the relevancy of their image and corporate identity features. For the banking sector this is very important because as this research stated in chapter two image is everything.

The findings show that not less than 17.6% of the total respondents have banked with their banks for more than eleven years. This proves that the old saying that "*you only pick our bank once and then you stay with it for a lifetime*" does not apply here. This means that banks have to work just as hard to retain customers as they do to attract them. The findings also show that 54.4% of the respondents were female and the 45.6% were male. This compares well with the national ratio of 52:48 (Institute of Economic Affairs, 2002)

Banks must try to develop better products and services that meet the needs of their customers. It must be noted that 97.8% of the banks' customers have a minimum education of secondary school level. This compares well with a national literacy rate of 70.9% (Institute of Economic Affairs, 2002). This is an opportunity for the banks to introduce more sophisticated products and services. We are already witnessing the banks doing this e.g. internet banking and utility payment through Automated Teller Machines (ATM). Because of this, banks can also develop more detailed communication and marketing strategies that assist in corporate image and identity development especially noting that 92.2% of the sample said that their banks corporate image was important to them.

It is disappointing to note that the majority of banks do not use their executives as part of their communication and marketing strategy. This is evidenced by the large number of respondents who did not know their bank's Chief Executive Officer (50%) or Chairperson of the Board of Directors (63.3%).

The banks that have used their executives are KCB, BBK, Coop bank and CBA can be seen by the high number of respondents who knew their Chief Executive Offices and Chairpersons names. A good example is the recalling of the Chief Executive Officer's name i.e. KCB (52.9%), BBK (65%), Coop bank (85.7%), and CBA (71.4). The banks should use the executive's education background, experience and social activities so as reflect it to the bank.

The identity feature that was ranked as the most important (technology) seems to be the main area of interest to bank customers. Although 75.5% of the sample rated their banks technology to be good or excellent it must be noted technology is always changing and so are the needs of customers. A majority of the banks' customers use their banks as clearing houses for their salaries or incomes. With the expected improvement in the economy more and more people in the near future will be having more disposable income and will need more facilities e.g. insurance, funds transfer, investment advisors etc and the Kenyan banks have to invest in the necessary technology so as to be ready for such a time.

Although décor was ranked as the least important, it must be said that it is an integral part of the corporate identity and image of the banks. A banking hall that is dirty and ill arranged is an easy put-off to the customer. In fact all the identity features are important pieces of the large jigsaw puzzle which makes up the organisations corporate image, corporate personality and corporate identity. Thus all are important and must be nurtured so as to exude a positive associations that the bank wants to be associated with it..

5.2.0 LIMITATIONS OF THE STUDY

- The researcher found that it was difficult to differentiate between the retail clients and the corporate clients in the banking halls.
- There were a large number of customers of the big banks than what was expected.
- The sample of ten customers per bank is not sufficient to come out with conclusive results.

5.3.0 SUGGESTIONS FOR FURTHER RESEARCH

- Study of specific banks corporate identity features.
- Study of specific banks corporate image.
- Study of banks corporate identity features by corporate clients.
- Study of banks corporate image by as perceived by bankers.

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APPENDICES

APPENDIX I: RANKING OF BANKS BY AMOUNT OF PROFIT BEFORE TAX IN THE YEAR 2000 AND 2001.

Rank 2001	Rank 2000	BANK	Profit 2001 (in Millions)	Profit 2000 (in Millions)
1	2	Barclays Bank of Kenya	4,235	3,035
2	1	Standard Chartered Bank	3,224	3,172
3	3	Citibank	699	619
4	6	Commercial Bank of Africa	516	392
5	5	CIC Bank	377	451
6	48	Kenya commercial Bank	369	-766
7	7	CFC Bank	260	361
8	10	First American	227	121
9	30	Transnational Bank	221	22
10	11	Imperial Bank	148	113
11	14	Bank of India	116	94
12	13	Habib A.G. Zurich	113	106
13	15	Development Bank of Kenya	110	84
14	9	I & M	101	132
15	16	Habib Bank Ltd	98	79
16	17	Charterhouse Bank Ltd	92	77
17	12	Middle East Bank	80	111
18	19	Biashara Bank	71	59
19	18	Credit Agricole Indosuez	63	68
20	26	Prime Capital & Credit	57	29
21	35	K-rep Bank	57	13
22	20	Guardian bank	56	56
23	22	Prime Bank	55	47
24	23	Bank of Baroda	52	47
25	21	Fina Bank	52	51
26	8	Diamond Trust	51	200
27	24	ABC Bank	41	34
28	28	Credit Bank	38	26
29	27	Chase Bank	30	26
30	32	Giro Commercial Bank	30	20

Source: Market Intelligence – *Banking Survey 2002*

Rank 2001	Rank 2000	BANK	Profit 2001 (in Millions)	Profit 2000 (in Millions)
31	37	Fidelity Commercial Bank	27	30
32	25	Equatorial Commercial Bank	26	2
33	29	Akiba Bank	22	26
34	31	Victoria Commercial Bank	20	21
35	33	Paramount Universal bank	12	17
36	38	Dubai Bank (formerly Mashreq bank)	10	-1
37	39	South Credit Bank	8	-14
38	44	City Finance Bank	2	-122
39	36	Devna Finance	1	2
40	40	Consolidated Bank	-13	-34
41	41	Daima Bank	-39	-46
42	45	Bullion Bank (Merged with Southern Credit)	-64	-249
43	34	Euro-Bank	-77	15
44	43	Industrial Development Bank	-221	-66
45	42	HFCK	-255	-51
46	46	Stanbic Bank	-294	-443
47	50	National Bank of Kenya	-323	-1620
48	47	Delphis Bank (under statutory management)	-519	-747
49	51	Co-operative Bank of Kenya	-803	-2354
	4	ABN Amro Bank (sold to Citibank)	0	488
	49	Trust Bank (liquidated)	0	-1581
		Total	9159	2152

Source: Market Intelligence – *Banking Survey 2002*

APPENDIX II: INTRODUCTION LETTER

Anthony M. Mwandikwa
P.O.Box 54775 Nairobi
Office tel 555288

7 November, 2003

Dear Respondent,

Re: MBA Research on Corporate Image

I am a Postgraduate student of the university of Nairobi. In partial fulfilment of the requirements for the award of Master of Business Administration degree I am conducting a study titled "*A Survey Of The Perception Of Corporate Identity Features Among Retail Clients Of Commercial Banks In Nairobi*".

Your organisation, which falls within the population, has been selected to form part of the study. This is therefore to kindly request you to assist me collect data by allowing me to interview some of your clients in your Headquarter branch.

The information provided will be used exclusively for academic purposes and will be treated with absolute confidence. A copy of the research project will be made available to your organisation on request.

Your cooperation will be highly appreciated.

Thank you in advance.

Anthony Mutia Mwandikwa

MBA Student

APPENDIX III: QUESTIONNAIRE

Part 1: Respondents profiles

1. Name of the respondent (optional) _____
2. Occupation of the respondent _____
3. Gender _____
4. Age group
 - Below 30
 - 31 to 40
 - 41 to 50
 - 51 to 60
 - 61 and above

5. Income Bracket par month in Kenya Shillings
 - Under 25,000
 - 25,001 to 50,000
 - 50,001 to 75,000
 - 75,001 to 100,000
 - 100,000 & above

6. How long have you been banking with this bank? _____
7. Apart from this bank which other banks do you have an account with

8. Which is your main bank _____
9. What is your highest level of education
 - No formal Education
 - Primary education
 - Secondary Education
 - Post Secondary
 - Certificate
 - Diploma
 - Higher Diploma
 - First Degree
 - Post graduate
 - Other (Specify) _____

Part Two

10. What is your bank’s slogan (e.g. Giro banks slogan is “ To Us Your Are Family”)

_____.

11. Does your bank’s services match it’s slogan. Yes () No ()

If YES how _____.

If NO why _____.

12. Is your bank’s image important to you? Yes () No ()

13.a. Do you attempt to evaluate the image of your bank? Yes () No ()

b. If yes which of the following do you use to evaluate?

- Other banks
- Discussing will friends
- Other (specify) _____

14. How would you rank your banks overall corporate image?

Excellent 5	Good 4	Average 3	Poor 2	Very Poor 1

15. Please rank the following corporate identity feature in order of the most important. (Note: One (1) for most important eleven (11) for least important)

Identity Feature	Rank
Corporate Name,	
Slogan,	
Corporate Colour,	
Corporate Logo,	
Location,	
Décor & Dress code	
Chief Executive Officer	
Chairperson of the Board of Directors	
Buildings Used	
Technology Used	
Printed Materials	

16. a. What is the name of your banks Chief Executive Officer? _____

b. Do you think that he/she is an important asset to the bank? **Yes** **No**

17.a. What is the name of your banks Chairman? _____

b. Do you think that he/she is an important asset to the bank? **Yes** **No**

18. In your view how would you rate your bank's corporate identity features?

	Excellent 5	Good 4	Average 3	Poor 2	Very Poor 1
Corporate Name,					
Slogan,					
Corporate Colour,					
Corporate Logo,					
Location,					
Décor & Dress code					
Chief Executive Officer					
Chairperson of the Board of Directors					
Buildings Used					
Technology Used					
Printed Materials					

19. Would you want to see any of the following features of the bank changed?

	Yes/No	Reason
Corporate Name,		
Slogan,		
Corporate Colour,		
Corporate Logo,		
Location,		
Décor & Dress code		
Chief Executive Officer/ Chairman		
Buildings Used		
Technology Used		
Printed Materials		

20. In your view which bank has the best Corporate image in Kenya. _____

ABYI
BANKING