

**IMPACT OF REBRANDING ON FINANCIAL PERFORMANCE: A CASE OF
NEW KENYA COOPERATIVE CREAMERIES LIMITED AND NATIONAL BANK
OF KENYA**

**BY
MENGO MAXWELL TENDWA
REG.NO 11/02903**

**DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE REQUESTS
FOR THE MASTERS DEGREE AWARD IN BUSINESS ADMINISTRATION
(MARKETING MANAGEMENT) AT KCA UNIVERSITY**

AUGUST 2016

DECLARATION

This research is my original work and has not been handed in for examination purposes in any other college or university.

Mengo Maxwell Tendwa

Sign.....Date.....

This research project has been handed in for examination with my approval as university supervisor.

Dr. Brigitte Okonga

Sign.....Date.....

School of Business and Public Management

KCA University

DEDICATION

This project is devoted to my wife Caroline Cheplom, for her inspiration throughout my University studies. I dedicate it likewise to my Daughter Sharlyne Desinavel who has been there for me and for her inspiration that helped me through.

ACKNOWLEDGEMENT

I appreciate my family for being there for me all the way. Your understanding and support has seen me this far.

I acknowledge the support and input from my supervisor Dr. Brigitte Okonga for her direction and guidance. I liked working with her and also I adore the association and the shared learning we had with each other.

I acknowledge the priceless time and technical aid received from Dr. Antony Muchiri in the analysis phase, I was able to learn and appreciate the use of SPSS.

I thank the respondents from the two firms for their time they spared to share their experience without which this research would not have been successful.

I am also greatly thankful to God, without whom I would not have succeeded in my academic journey.

ABSTRACT

The struggle(s) to get rid of a long-believed brand name and beginning from scratch, superficially trying to construct a new brand instantaneously, would appear to run counter to the ultimate marketing paradigms. Consequently to this hyper-adaptation phase, the culture of the company is also adversely affected. Various firms disregard rebranding and those firms rebranding do not sustain steadiness and stability in rebranding and the practice neither is nor concentrated on consumers. The rationale of the research was to establish the rebranding effect on company's financial performance: a case of National Bank of Kenya and New KCC (Kenya Cooperative Creameries Limited). The research was centered on comparative descriptive research design. The target population was 420 management personnel in all managerial ranks, i.e.; top, middle and low level management employees of both National Bank of Kenya and New KCC Limited based in the County of Nairobi. The study used Stratified random sampling method in making a sample size of 201 respondents. The questionnaire was used by the researcher as an instrument of collecting primary data. Descriptive statistics was also used. Additionally, the researcher piloted an analysis of multiple regressions to define the connection between the dependent and independent variables. Tables were used in data presentation. The study found that the change of the logo and slogan change positively but insignificantly influence the performance of an organization to a great extent while product specification change negatively but significantly influence the performance of an organization to a great extent. The study thus recommends that businesses should centre more on their product specification as a rebranding tactic. Additionally, the NKCC and national bank managing team ought to do comprehensive market research prior to rebranding; this would aid them in knowing the favorite changes by the members therefore advancing their assurance in the bank and NKCC.

TABLE OF CONTENTS

DECLARATION.....	ii
DEDICATION.....	iii
ACKNOWLEDGEMENT.....	iv
ABSTRACT.....	v
TABLE OF CONTENTS	vi
LIST OF TABLES	ix
LIST OF FIGURES	x
ABBREVIATIONS AND ACRONYMS.....	xi
OPERATIONAL DEFINITION OF TERMS.....	xii
CHAPTER ONE	1
INTRODUCTION.....	1
1.1 Background of the Study	1
1.1.1 Dairy Industry in Kenya.....	2
1.1.2 Concept of Rebranding	3
1.1.3 Banking Sector in Kenya	5
1.1.4 New Kenya Co-operative Creameries Limited	7
1.1.5 National Bank Kenya.....	7
1.2 Problem Statement	8
1.3 Research Objectives	10
1.4 Research Hypothesis	10
1.5 Significance of the Study	10
1.6 Scope of the Study	12
LITERATURE REVIEW	13
2.1 Introduction	13
2.2 Theoretical Framework	13
2.2.1 Theory of Rebranding	13
2.2.2 Social Judgment Theory	15
2.2.3 Customer-Based Brand Equity (CBBE) Theory	16
2.2.4 Heider’s Balance Theory	18
2.3 Empirical Literature Review	19
2.3.1 Change of Logo as a Rebranding Element	24

2.3.2 Change in Product Specification as a Rebranding Element.....	28
2.3.3 Change of Slogan as a Rebranding Element	29
2.4 Research Gap	31
2.5 Conceptual Framework.....	33
2.6 Operationalization of Variables	33
2.7 Summary of Literature.....	35
CHAPTER THREE.....	36
RESEARCH METHODOLOGY	36
3.1 Introduction.....	36
3.2 Research Design	36
3.3 Population of Study.....	36
3.4 Sampling Frame and Sampling Technique	37
3.5 Instrumentation and Data Collection Procedure	38
3.6 Validity and Reliability.....	39
3.7 Data Analysis and Presentation	40
CHAPTER FOUR.....	42
DATA ANALYSIS, PRESENTATION AND INTERPRETATION	42
4.1 Introduction.....	42
4.1.1 Response Rate.....	42
4.2 Demographic Information.....	42
4.3 Change of Logo.....	44
4.4 Change in Product Specifications	45
4.5 Change of Slogan.....	47
4.6 Customer Buying Behaviour.....	48
4.7 Moderating Effect	49
4.8 Organizational Performance	49
4.9 Regression Analysis	50
CHAPTER FIVE	54
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND	
RECOMMENDATIONS.....	54
5.1 Introduction.....	54
5.2 Summary of Findings	54
5.3 Discussion of Findings	56

5.4 Conclusions.....	59
5.5 Recommendations.....	60
5.6 Limitations of the study	61
5.7 Suggestions for Further Research	62
REFERENCES.....	63
APPENDICES.....	68
Appendix I: Introduction Letter.....	68
Appendix III: Sampling Formula.....	73
Appendix IV: Reliability Coefficient Formula.....	74

LIST OF TABLES

Table 3.1 Target Population.....	37
Table 3.2: Sampling frame.....	38
Table 4. 1: Response Rate.....	42
Table 4. 2: Gender of the Respondent	43
Table 4. 3: Age Bracket	43
Table 4. 4: Level of Education.....	43
Table 4. 5: Various aspects of Logo changes effect on organizational performance	44
Table 4. 6: Extent that aspects of changes in product specifications affect company performance	45
Table 4. 7: Level of agreement with statements regarding effect of change in product specifications on organizational performance	46
Table 4. 8: Slogan Change	47
Table 4. 9: Trend of various aspects of organizational performance for the last two years	48
Table 4. 10: Extent that various factors moderate the effect of rebranding on financial performance of the companies	49
Table 4. 11: Trend of the various aspects of organizational performance in the companies for the last five years	49
Table 4.12: Coefficient of Determination (r^2).....	51
Table 4.13: Summary of One-Way ANOVA results	51
Table 4.14: Regression coefficients of the relationship between organizational performance and the three predictive variables	51

LIST OF FIGURES

Figure 2. 1: Conceptual Framework	33
---	----

ABBREVIATIONS AND ACRONYMS

AMA	-	American Marketing Association
CBBE	-	Customer-Based Brand Equity
KCC	-	Kenya Cooperative Creameries
NBK	-	National Bank of Kenya
NSSF	-	National Social Security Fund
SPSS	-	Statistical Package for Social Sciences

OPERATIONAL DEFINITION OF TERMS

Brand - Huang (2010) defined a brand as a “distinguishing name and/or symbol (such as a logo, trademark, or package design) intended to identify the goods or services of either one seller or a group of sellers, and to differentiate those goods or services from those of competitors.

Brand Color – Refers to an instantaneous method for conveying meaning and message without words (Muzellec et al, 2003).

Brand identity- This is what the company or business conveys to the market, how the business uses the attributes of the brand to transmit its value to the customer (Morgan & Rego, 2009)

Brand image– This is the sum of all perceptions that result from experience with the brand – what the consumer thinks or feels towards the brand. Brand image is in fact the perceptual concept of a brand that is held by the consumer (Aaker and Biel, 2012).

Brand personality - Set of associations that differentiate the brand from competing products and it represents the core value of the product” (de Pelsmacker et al., 2007).

Logo - Refers to a symbol that represents an organization or company, used for example in its advertisements or on its products (Kapferer, 2010).

Re-branding - According to Munyaradzi (2011), re-branding refers to the practice of building anew a name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors. So in general, rebranding represents updating or changing the image of a brand in the minds of the different stakeholders involved.

Customer perception - Perception is the process of receiving and deriving meaning from stimuli present in an individual's internal and external environment (Lury, 2011).

Slogan- Refers to a short phrase that is easy to remember and is used by politicians, organizations to advertise something or to express the beliefs of a political party or other group (Karbhari, Sori, and Mohammad, 2004).

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Branding is not a new idea. The idea of branding has been done in a period prolonged over centuries. As stated by Clifton *et al* (2003), the word brand originates from the Old Norse brand, referring to burn, and from these roots moved to the Anglo-Saxon. A Brand symbolizes one of the most essential assets to a company and it may be denoted by its name, slogan and logo which describe a way by which customers identify, remember and distinguish the brand. In time and with rising competition, numerous companies choose to rebrand themselves for various aims as a technique of attaining a transformation, stimulating themselves or being completely “reborn” again. Brands are significant intangible assets that ominously influence the performance of an organization (Morgan & Rego, 2009).

In current competitive market, brand building is vital. Strong brand can command market share, generate possibilities of growth, consumer loyalty and barrier of entry for competitors (Morgan & Rego, 2009). Additionally, strong brand improves positive assessments of a product’s quality, upholds a high level of product awareness, and delivers a constant image or brand personality (Muzellec & Lambkin, 2012). So as to keep up with vicious competition, businesses may seek to alter their business due to shifting business directions or branching out business units. This change is mandatory for anyone who wants to survive (Morgan & Rego, 2009). Therefore, re-branding is an essential tactic that can rocket a new business image to build confidence to the consumers. Re-branding is one of the significant aspects that marketers have to concentrate in to revive a brand that is becoming obsolete.

When product life cycle collapses (liabilities more than assets) and/or brand life cycle comes to decline of the brand period, it indicates that there is a change in the market tendency. As routines change and new competitors come in the market, brand characteristics that were

once significant in purchasing judgments may become inappropriate. Re-branding may be provoked by a crisis or scandal, or a brand may basically need a fresh start- sometimes, trying to rejuvenate an old brand that is lost its shine is like polishing the proverbial turd.

The re-branding procedure has been “similar to giving birth”. Re-branding is the act of creating a new name representative of a distinguished position in the mind frame of participants and a distinguishing identity from competitors (Muzellec et al, 2003). A corporate color change may improve market recognition and position and create a rise in the stock market value of renamed firm (Horsky and Swyngedouw, 2010). For a new label to be launched, conversely, the old name has to be discarded, a deed likely to invalidate years of branding effort in terms of creating awareness. Since name awareness is an important element of brand equity (Munyaradzi, 2011), this practice is likely to further ruin the equity of the brand. As the name is the anchor for brand equity, the name change might not only harm the brand equity, it might simply destroy it (Muzellec and Lambkin, 2012). The re-branding concerned brand gestation, brand equity, and communication involvement. It was suggested that re-branding exercise comprising a change of name had the likelihood to adversely affect old-name brand equity. Therefore, whether a re-branding follows from corporate approach or institutes the definite corporate approach, it aims at regaining, enhancing, transferring and/or reconstructing the corporate brand equity (Muzellec and Lambkin, 2012).

1.1.1 Dairy Industry in Kenya

The dairy business is the most industrialized of the livestock subsectors and is moderately well established relative to the dairy businesses of other nations in sub-Saharan Africa. The industry, like other agricultural subsectors, is ruled by small-scale farmers. The main types of cattle kept for milk production are the upgraded exotic breeds and their crosses (collectively called ‘dairy cattle’) and the indigenous (zebu) cattle, which deliver milk for societies in the

drier parts of the country. The Sahiwal, although a zebu, is typically band together with the exotic cattle as it is viewed as an adjusted dual-purpose breed. Market-focused dairy farming in Kenya, where exotic cattle are prevailing, is focused in the crop dairy schemes of the high prospective areas where disease control and feed supply are much better than in the semi-arid and arid regions of the nation. Zebu cattle, which comprise about 70% of the entire cattle population in Kenya, are, nevertheless, extensively spread and are located in all agro-ecological regions of the republic due to their adaptation to extremely diverse environments. About 70% of the herd is located in the ASALs of the nation.

Dairy production schemes in Kenya can mainly be categorized as large- or small-scale. Small-scale producers lead dairy production possessing over 80% of the 3 million dairy cattle, generating 56% of the overall milk production and contributing 80% of the marketed milk. In a modern research by the Smallholder Dairy (Research and Development (R&D)) Project (SDP) (Staal et al. 1999), covering the bulk of the milk generating areas in the state, most of those gauged were smallholders and 73% of these had dairy cattle. These results established the significance of dairy farming in Kenya's agricultural segment and the nation's economy. The research also established that dairy production is piloted on small farms with crossbred cow herds, which vary in size from one to three head, and that production is based on close integration of crops and livestock. Dairy farming is a multi-purpose cattle scheme providing manure milk, and a monetary asset to the farmer.

1.1.2 Concept of Rebranding

As well as being capable to form solid, good and strong brands, businesses have to be aware of how they should manage and maintain their brand portfolio. Because of numerous brand or line extensions and many brand management decisions (incongruent brand values, bad

marketing, etc.) a brand's value can decline and with it, the company value drops. This is when the branding process should be reviewed and solutions put into practice.

Rebranding has been occasionally referred to as the revitalizing, repositioning, or rejuvenating of a brand and in some cases as even having a brand being completely "reborn". Muzellec et al. (2003) presented their paper as "a first effort to explore the marketing matters of relevance to the rebranding phenomenon. They defined rebranding as the practice of constructing a new a title representative of a distinguished position in the mind frame of participants and a unique identity from competitors. So generally, rebranding characterizes changing or updating the brand's image in the minds of the different stakeholders involved.

The rebranding procedure is the approach in which a business rethinks and alters the way it operates or transmits its values or the values of its products to the customer. A more ample explanation would be the one provided by Schroeder et al. (2006) that states that rebranding is "the creation of a new name, term, symbol, design or combination of them for an established brand with the intention of developing a differentiated (new) position in the mind of the stakeholders and competitors".

According to Donnelly and Linton (2009), the rebranding process may entail bringing variations to the whole physic image of the brand (like the logo, symbols, name) or it can comprise more structural aspects like the marketing behind the brand, advertising or simply a change of policy. Also considered by Schroeder et al. (2006) are the scopes of rebranding. According to them, there are two scopes worth bearing in mind when dealing with the rebranding procedure: evolutionary and revolutionary rebranding. Evolutionary rebranding is deliberated to be that form of rebranding procedure that is so small or occurs in such a steady way (with the product brand or company) that it looks like a natural evolution of things from an outside perspective (idem, 2006). Examples of this type of rebranding are perhaps all the brands in the world. It is sufficient to consider just how packaging for a certain brand has

changes, how the logos for some brands have changed like the logo for Pepsi-Cola (weburbanist.com, April 2011, see Annex 1) This form of branding occurs when there is only a small alteration in the “marketing positioning and aesthetics” (idem, 2006). Alternatively, revolutionary rebranding refers to a bigger and a clearer variation in the aesthetics and positioning of the company’s brands (idem, 2006). Examples of this would be CGNU becoming Aviva for instance or Aarhus Sporveje becoming Midttrafik.

Another more straightforward grouping of rebranding would be one according to the opportunity and aim of the rebranding process. It can be either organizational, encompassing the whole company or it can be focused on a smaller level, the product level (Donnelly and Linton, 2009).

1.1.3 Banking Sector in Kenya

There are forty-six banks and non-bank financial institutions, fifteen micro finance institutions and forty-eight foreign exchange bureaus in Kenya. Thirty-five of the banks, most of which are small to medium sized, are locally owned. The business is controlled by a few large banks most of which are foreign-owned. Six of the major banks are listed on the Nairobi Stock Exchange. The commercial banks and non-banking financial institutions offer corporate and retail banking services but a small number, mainly comprising the larger banks, offer other services including investment banking.

It is prominent in the Central Bank of Kenya Supervision Annual Report (2001) that the banking system remained steady during the year 2001 and recorded remarkable rise in levels of profitability. Aggregate net profits before tax rose from Ksh2.8 billion in 2001 to Ksh8.9 billion in 2012. The general audited performance of the banking segment measured in terms of asset quality, capital adequacy, earnings and liquidity remained fair, centered on the Central Bank’s interior grading system. The sector nevertheless, has continued to be faced

with a number of challenges. These include reduced business activity arising from slowdown in economic growth, and efforts made during the year aim at re-introducing interest rate controls. The influence of rebranding has also posed a key challenge to the sale performance of commercial banks. Brand changes need to be credible and easily understood by the market and by customers.

The banking industry has, as well as many other industries, improved ominously over the last centuries. The history of banking shows that, not much competition was present in the beginning. Usually the community would have one bank that would deliver a minimal service of deposit and loans. The next stage of growth came when the idea of competition became a reality. Rapidly the consumers had a choice, and it became important for the banks to market the diverse products and services they provided in order for them to distinguish themselves. Special loans, credit cards, free gifts and other advantages were propelled to retain and attract customers. Steven Sessions points out that the competition in these years, have been taken a step further, owing to the fact that it is still getting tougher to distinguish a bank from the others. This is why some banks now have entered, what he calls stage three of banking. In order for a bank to take its business to stage three, it has to distinguish itself in a method that nobody would imagine. A pronounced number of banks are currently meeting the stated needs of the consumers and it is thus essential for a bank to create something unanticipated and then indorse it well. Essentially stage three is driven by creativity, imagination and willingness to take an opportunity (Steven Sessions, 2004). Several banks have understood the significance of a strong brand and are using millions of dollars in branding. For instance, Family Bank, Equity Bank. It has become apparent that many banks are approving rebranding as a result of amplified levels of competition in this sector and this has an impact on structural performance as it attracts a lot of clients to those banks.

1.1.4 New Kenya Co-operative Creameries Limited

For marginally over five years now, New KCC has been at the heart of the country's dairy sector enthusiasm. New KCC has contributed hugely to enhancing the wealth of dairy farmers over this period. Conversely, the firm's origin stretches many decades back. KCC, the precursor of New KCC Limited was founded in the colonial era in 1925 by the white settlers around Naivasha. KCC functioned as a settler's organisation for many years. According to the New KCC chairman Matu Wamae, Africans were not allowed to handle milk. They could not produce milk for themselves or for their neighbours (Kenya Dairy Board 2010).

KCC was listed under the cooperative societies' ordinance in 1931 and started with a preliminary nominal capital of Ksh. 70 million. It collapsed in 1998, a prey of persevering cash flow problems and poor management. After nearly a decade of loss-making, KCC was sold in 2000 to a group of private investors at a throwaway price of Ksh 447 million, a huge discount from a Sh2 billion valuation. This ownership shift, nevertheless, failed to jumpstart the dairy firm. When NARC administration took over the reins in 2003, the government bought KCC in year 2000 for Sh547 million (Kenya Dairy Board 2010). New KCC holds about 30 per cent market share with growing competition from private processors like Brookside, Aspendo dairies limited, uplands dairies limited, Githunguri and a number of small operators (Kenya Dairy Board, 2010).

1.1.5 National Bank Kenya

National Bank of Kenya Limited (NBK) was assimilated on 19th June 1968 and legitimately opened on Thursday November 14th 1968. The goal for which it was established was to aid Kenyans to get access to credit and control their economy after independence. In 1994, the Government decreased its shareholding by 32% (40 Million Shares) to members of the

public. Again in May 1996, it further reduced its shareholding by 40 million shares to the public. The current shareholding now stands at: National Social Security Fund (NSSF) 48.06%, general public - 29.44%, Kenya government 22.5%.

NBK is a key player in banking industry in Kenya. It is one of the major banks in the republic giving financial services to all sectors of the economy. In addition to offering traditional financial services and products, NBK has taken a leading role in the issuance and promotion of modern delivery and payment systems. The Bank has also been involved in the stock market playing multiple roles as an arranger, underwriter and placing agent. NBK is an appointed fiscal agent, registrar and market maker in the secondary market. The bank boasts of a network of 52 subdivisions nationwide with the headquarters in Nairobi. Each branch is headed by a branch manager.

1.2 Problem Statement

Strong brand can command market share, create options of growth, barrier of entry for competitors and customer loyalty. As noted by Thomas (2005), the sustained effort of rebranding is to guard brand equity and reinforce differentiation by ideally creating a supreme “master brand. In order to keep up with vicious competition, businesses may pursue to renovate their business as a result of altering business ways or branching out business units. This alteration is compulsory for anyone who wants to survive (Morgan & Rego, 2009).

Preceding researches have revealed inconsistent results on the influence of rebranding and customer purchasing behavior. Tsai (2013) established that rebranding consequences, on average, in about a 5% rise in occupancy in rates hotel properties with escalations in other metrics such as revenues per room, Ngugi (2013) recognized that rebranding affect the customer base of Consolidated Bank while Machoki (2014) shows that rebranding is a

feasible substitute for SACCOS pursuing to project a new image and advance its market share since it influences customer opinion. In contrast, Ólafsson (2010) concluded that the banks rebranding efforts have had slight influence on their clients as the overall public has lost all trust in the control of the financial organizations.

In Kenya, the rebranding of National Bank of Kenya and Kenya Cooperative Creameries to New Kenya Cooperative Creameries Limited may be supposed as a long belated effort to rejuvenate themselves as a modern corporate unit. As a consequence of alteration in consumer's preferences and taste, aggressive marketing strategies by competing firms (Ngugi, 2013), technological advancement, the management is leaving no stone unturned in a view of realizing any lost chance to make the most of return on investment. Nevertheless, whereas some brands are successful in bringing new brand images to their consumers while others fail to impress or be accepted by their loyal customers with such changes. In spite of the great importance of product rebranding, it has received very little attention in the academic research and most research done is covered in practitioner journals and the business press (Muzellec, Dorgan and Lambkin, 2003). Research on rebranding seems to have concentrated more on performance (Karbhari, Sori and Mohammad, 2004) and the financial side through event studies and for colour changes specifically (Cooper, Dimitrov and Rau, 2011). Others have focused on advertising and customer perception (Dawes & Brown, 2012). Little has been done on customer perception and buying behaviors and product rebranding. Most companies in Kenya have overlooked product rebranding and those that rebrand do not uphold consistency and continuity in product rebranding, Kibera and Waruingi (2008). This study thus pursues to establish the effect of product rebranding on the performance of the New KCC Limited and NBK.

1.3 Research Objectives

The objectives of this study were;

- i. To establish the effect of change of logo on organizational performance
- ii. To establish the effect of change in product specification on organizational performance
- iii. To establish the effect of changes in slogan on organizational performance
- iv. To establish the moderating effect of customer characteristics on the relationship between product rebranding and organizational performance

1.4 Research Hypothesis

The study tested the following hypotheses;

H₀₁: There is no significant relationship between logo change and organizational performance

H₀₂: There is no significant relationship between product specification and organizational performance

H₀₃: There is no significant relationship between slogan change and organizational performance

H₀₄: Customer characteristics do not have a significant moderating effect on the relationship between product rebranding and organizational performance

1.5 Significance of the Study

This study will be constant in contributing to the theory and practice of rebranding. There are several businesses that rebranded completely or changed some of its elements. The reasons for rebranding differ from company to company, several may wish to get larger market share and several wish to rebrand because there may be change in what they wanted and what they have right now. Re-branding is significant to businesses and creating brand equity and brand

relations with the outside public is vital for companies seeking to prosper in a profit driven world and can also provide organizations with better chances for their development and performance regardless of their size. The product rebranding subject is vital not just because numerous businesses are doing it but possibly also because of the remarkable cost involved. The cost of product rebranding comprises contracting a branding consulting company to work on the rebranding plan and execution expenses that follow.

The study can also contribute positively in establishing prototypes of company re-branding that will account for the faults in the course of re-branding. A model on corporate re-branding can explain how the corporation implements its new label and what influences the process. Process is the sequence, nature and order of activities and events that a corporation experiences when it changes its name. Actions and events comprise the actions and decisions the corporation takes. The results can also expound on studies by Daly and Moloney (2004) and Muzellec and Lambkin (2006) description of business re-branding in notion development.

To the new KCC and NBK, the establishments of this study are a vital first step in increasing the effort of the new KCC and NBK in coming up with tactics on rebranding that can help their operations in setting up management approaches. The research also offers management with information on how the new KCC and NBK should implement new tactics for the help of the stakeholders. Furthermore, the study can enable better management improving the knowledge of Board members in overseeing the management of the institution. The new KCC and NBK employees can also be able to understand the importance of rebranding and realize their role in the operations of the newly rebranded KCC and NBK.

To the numerous NBK and New KCC stakeholders, it goes further to explain why their constant support is essential to pilot the business ahead of its competitors. The study will also be beneficial to the existing players in the Dairy industry, as they would copy concepts from

New KCC in an effort to revitalize their companies in case of decreasing brand performance. The study will also be priceless to the managers in the enterprises in the dairy sector by providing them with a perception on how product rebranding impacts customer purchasing behavior. This research will be valuable to both the Government of Kenya dairy board in formulating strategies regarding product rebranding and this will assist corporations know how to assimilate those strategies into their procedures. The firms will be able to know what policies to use when rebranding so as to increase their customer buying behavior.

This research will also be an information base for impending research. The research will aid the researcher and other academic researchers comprehend and understand the significance of product rebranding towards the success of dairy sector in terms of their customer buying behavior since good product rebranding helps to differentiate the companies from the rest that aren't rebranding thus assisting them attain a competitive advantage.

1.6 Scope of the Study

The research focused on the impacts of product rebranding on performance of NBK and New KCC Limited. The study was piloted in New KCC Limited and NBK headquarters. The study was carried out for duration of four months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

In this chapter, essential literature information that is related and consistent with the aims of the research is reviewed. Significant matters and useful problems are brought out and analytically inspected so as to determine the current facts. This section is important as it determines the information that link the present study with past studies and what future studies will still need to explore so as to improve knowledge. This chapter will involve the theoretical review, empirical review and conceptual framework of the study.

2.2 Theoretical Framework

This section reviews the theories that the researcher considers relevant to the study. It reviews the social judgment theory, theory of rebranding, customer-based brand equity theory and Heider's balance theory.

2.2.1 Theory of Rebranding

This was hypothesized by Muzellec, Lambkin and Dorgan's (2003). The chief concern of brand building literature experienced a dramatic shift in the last decade. Branding and the role of brands, as traditionally understood, were subject to constant review and redefinition. A traditional description of a brand was "the name, associated with one or more items in the product line, which is used to identify the source of character of the item(s)" (Kotler 2012). The American Marketing Association (AMA) definition of a brand refers to a term, name, symbol, sign, or design, or a mixture of them, projected to identify the goods and services of one seller or group of sellers and to differentiate them from those of competitors. In this opinion, Keller (2003) says, "technically speaking, whenever a marketer creates a new name,

logo, or symbol for a new product, he or she has created a brand". He ascertains, nevertheless, that brands nowadays are much more than that. As can be seen, conferring to these definitions brands had a simple and clear function as identifiers.

As de Chernatony (2006) notes, advertising has been a particularly powerful way of communicating a brand's functional values, as well as building and communicating its emotional values. Additionally, de Chernatony (2006) writes that the "theory of brand-building is couched within marketing theory". Branding utilizes aspects of public relations, visual and graphic design, strategic communication and advertising. These aspects of mass communication contribute to how brands communicate their distinct functional superiority and emotional value with their customer base (de Chernatony, 2006). The study draws on theory concerning the branding process and refers to the brand identity planning model by Kapferer (2008) brand identity prism and Keller's (2012) dimensions of brand knowledge. Rebranding is investigated more deeply and refers to the extensive research in the literature. The models and concepts introduced refer to Muzellec, Lambkin and Dorgan's (2003) drivers of rebranding, Daly and Moloney's (2004) corporate rebranding framework, Muzellec and Lambkin's (2005) rebranding as a continuum, and Muzellec and Lambkin's (2008) dynamic re-branding model.

Kotler (2012) mentions branding as a major issue in product strategy. As the brand was only part of the product, the communication strategy worked towards exposing the brand and creating brand image. Aaker and Joachimsthaler (2012) mention that within the traditional branding model the goal was to build brand image a tactical element that drives short-term results. Kapferer (2010) mentioned that the brand is a sign therefore external whose function is to disclose the hidden qualities of the product which are inaccessible to contact).

A key contribution to branding theory was that made by Keller (2003) with his institution of the idea of customer-based brand equity and the brand hierarchy. Brand equity, according to

Keller, is the effect that brand knowledge has on consumer response to the marketing of a brand, with the effect occurring when the brand is known and when the consumer possesses favorable, strong and unique brand associations (Keller, 2012). The Customer-Based Brand Equity (CBBE) model identifies four steps which denote questions asked by customers, and represent a 'branding ladder', with each step dependent on achieving the previous one (Keller, 2001). These steps consist of six brand building blocks, with a number of sub-dimensions (Keller, 2012). To build a strong brand, the aim is to reach the pinnacle of the pyramid where a harmonious relationship exists with customers.

Brands play a key role in the marketing plan of many businesses. Progressively they are deliberated to institute critical resources permitting businesses to increase competitive advantage over their competitors (Srivastava, Shervani, and Fahey 2011; Hunt 2012). Brand building and management frequently represent an important percentage of a firm's overall marketing expense. As a result, marketing academicians and experts alike display strong interest in theories and mechanisms that can possibly upsurge the value of a company's brand portfolio.

2.2.2 Social Judgment Theory

Pimentel and Heckler (2012) were perhaps the first to study consumer's behavior on a logo change. Through several studies, they found that customers "preferred" no change to a logo (logo characters were used) but small changes were well "tolerated." They indicated that "changes will be accepted by consumers as long as the changes are slight enough so that the new logo design falls within the consumers' latitude of acceptance". They concluded that social judgment theory helps explain consumer's preference to such logo changes rather than discrepancy theory.

According to this theory, an individual weighs every new idea, comparing it with the individual's present point of view to determine where it should be placed on the attitude scale in an individual's mind. SJT is the subconscious sorting out of ideas that occurs at the instant of perception (Griffin, 2012). The perspective that people assimilate new information about attitude objects in light of what they already know or feel; the initial attitude acts as a frame of reference, and new information is categorized in terms of this standard. The best theory which addresses just how difficult people can be in these and others' intuitions is Social Judgment Theory. This theory is quite useful for three primary reasons. First, it explains why people get so agitated. Second, it explains why persuasion is so difficult to accomplish. Third, it offers a good common sense plan for doing persuasion in the real world (Solomon, 2011).

In the Social Judgment theory (Haber 1958; Hansen 1972), when an "individual has become adapted to a stimulus, slightly altered versions of the stimulus (e.g., logo) would allow for novelty effects and would be preferred over the current version" (Pimentel and Heckler, 2012). Social judgment theory suggests slight changes to stimuli (and in this case logos) would be preferred whereas social judgment theory posits that slight changes would be tolerated but not preferred (no change is preferred).

2.2.3 Customer-Based Brand Equity (CBBE) Theory

Brand management is not new in many companies. Brand is identical to intangible asset in an organization, in that strong brand could leverage consumption behavior, premium price and consumer loyalty as well as increased sound image and competitive advantage (Keller, 2012). As the effect, most brand management works fully emphasize on consumer-based branding that lead to advance of Customer-Based Brand Equity (CBBE) theory (Keller, 2001). In line with such development, practitioners had structure their marketing program around building and preserving their brand equity. The development mainly underpinned by the argument that

organization could maximize their brand performance once they had understood customers' attitude and behavior better than their competing brand (Knapp, 1999).

Present day marketing has significantly evolved. Businesses now use consumer driven methods to further their aptitudes to satisfy the numerous emergent wants and needs of the modern customer. Amongst these consumer driven approaches, branding has emerged as one of the crucial activities required in the building of a loyal customer base and the creation of an effective brand image. According to Ritson (2004), there is no such thing as a product or service which exists by itself in space, independent of the consumer. For a product to exist, it must find a place in an individual consumer's buying behavior of the world of products around him or her. This buying behavior is subjective, governed by the individual consumer's values, beliefs, needs, experience and environment. Strongly held perceptions about brands established in the minds of the consumers can be difficult to influence or change (Keller, 2003).

Traditionally, brands were used to show the consumer who the maker was and prevented the substitution of cheaper products (Makasi, 2014) but modern times reflect key changes in the marketing strategies employed by companies seeking to sustain competitive advantage with their financial health being dependent on the amount of information that is collected in regards to consumer purchasing habits. These corporations have resorted to the implementation of sociological and behavioral studies to collect this relevant data and to further the corporate understanding of customer purchasing patterns. Indeed, customers can cultivate deep, meaningful relationships with a brand (Schau, Muniz, & Arnold, 2009) which result in increased brand purchase (Park et al, 2010), declines customer price sensitivity (Ailawadi, Lehmann, & Neslin, 2003), and lower marketing costs (Mizik & Jacobson, 2008). Yet, the severe business reality for companies remains that customers sight many brands as ordinary and indistinguishable.

As the business world is ruled by competition, so only those companies which will be able to survive in the longer term that can have competitive advantage by the aid of strong brand as the strong brand is the most valuable source a company has. It is through re-branding that even smaller companies are able to expect higher prices than firms which are unable to look upon this concept. In another discussion by Ying (2005), successful brand is thought to bring its owner great financial value in terms of either higher sales or premium prices.

2.2.4 Heider's Balance Theory

Means–end chain theory suggests that knowledge held in customer's memory is structured in a hierarchy with solid views linked to more theoretical thoughts in an order progressing from means (i.e., product features), to psychological and social consequences, and lastly to ends (i.e. fulfillment of personal values).Buying and consumption circumstances serve as edges of reference when customers are thinking about commodities and substitute features of products and brands. Furthermore, states of psychological inequity may arise in customers' minds among connections retrieved automatically for features consequences and consequences values thus, Heider's balance theory informs means–end chain theory and research (Taylor 2010).The practical and theoretical worth of means–end research rises from asking consumers to name an acceptable alternative to the product and brand used in a recent consumption situation, as well as an unacceptable option, and to describe the features–consequences–values of these options; consequently, Fournier's alternative relationships of consumer–brands (e.g., casual friendships, marriages, enmities) become relevant for means–end chain theory

2.3 Empirical Literature Review

This section offers information on the research objectives idea in relation to other researcher's opinion. Relying on other research practical conclusions, the researcher attempts to react on the research objectives.

Performance measurement systems offer the base to advance strategic policies, measure an organisation's accomplishment of objectives, and pay managers. Even though valuation of performance in the marketing literature is still very essential, it is also complex (Andersen and Segars, (2001). Whereas consensual extent of performance encourages scholarly examinations and can clarify managerial choices, marketers have not been able to find clear, reliable and current measures of performance on which marketing worth could be judged. Two methods have been accepted in the literature to gauge financial performance. Longer term performance has been selected for two reasons: firstly as that is what the consumers of "retail" products such as unit trusts might be anticipated to be looking at, predominantly in view of the charging engagements which make shorter term investment unwise. Secondly, one of the attractions of looking at "real" products rather than theoretical studies is the question of how administrative costs contribute to the results.

Cobb, Ruble and Donthu (1995) identify that "organizations rust away, packages come to be outdated, commodities lose their significance. But great brands live always. Kelfer (1998) also quotes an extensive consumer research study to conclude that leading brands: offer substantial financial and perceptual profits ;own a core value in the category as they balance emotional and rational messages; are reliable and emphasize on quality, not price; and use the full array of marketing tools to harden their performance. The constant efforts of brand managers to protect brand equity, constantly develop assets, and strengthen differentiation could preferably generate a supreme "master brand, but logically, even great brands suffer ageing, and even leading brands fail and sometimes die (Lehu, 2003).

According to Ries and Trout (2012), rebranding is not about what you do to a service or product but somewhat it is what you do to the minds of the predictions. If consumers do not experience some amount of pleasant astonishment with firm's product, the level of fulfillment may be declining while their likelihood of moving to competitor's product rises. As marketers it is important to tap confidence of consumers during communication so as to position your offer effectively.

Muzellec et al (2003) stated that rebranding in an organization can take place on the corporate level, the business unit level, and the product level, the most critical of which is the corporate level which represents a company's identity as a whole. Daly and Moloney (2004) presented a rebranding continuum made up of three main categories: minor changes, intermediate changes, and complete change. Minor changes focus on aesthetics and "varies from a simple face lift, to restyling, to revitalizing the brand appearance or aesthetics which may have dated and be in need of change. Finally a complete change involves getting a new name and brand and all the necessary marketing communications involved to make all stakeholders aware of this change. More specifically, rebranding has been categorized into different types based on name, logo and slogan change. There may be five types of rebranding: a new name and logo, a new name, a new logo and slogan, a new logo only, and a new slogan only (Stuart and Muzellec, 2004).

Yi-Lin, Chekitan and Pradeep (2015) sought to assess the impact of rebranding in the hospitality industry. The authors developed and tested a novel method to analyze the link between brand name change and performance. They empirically examined the effect of rebranding on performance using a data set of 19,775 detailed annual financial performances from 3010 hotels over an 18-year period (1994-2012). They compared a set of 260 rebranded hotels (the "treatment" group) to a second set of 2,750 hotels that were carefully matched to the rebranded hotels, except that they did not rebrand (the "control" group). They then

analyzed the performance differences between the two sets. Furthermore, they examine how different types of rebranding change the performance differently. This research quantified the potential upside of rebranding (a 6.31% increase in occupancy, a 4.43% increase in revenue per room, and a 2.85% increase in gross operating profits per room) and reveals some insights into what kinds of rebranding boosts the financial performance the most. The effect of rebranding on hotel performance appears to be a function of the brands themselves and the fit between the brands and hotel properties. Rebranding can be translated to enhanced value of the hotel if done correctly or diminished value if done incorrectly.

Sundus and Naintara (2014) examined the effect of rebranding and reposition on brand loyalty that impacts brand equity in case of Mobilink Pakistan. The researchers selected rebranding and repositioning as independent variables, brand loyalty as mediating variable and brand equity as dependent variable. The study was done from twin cities of Pakistan “Islamabad and Rawalpindi”. Data was collected through questionnaires. Hypotheses were built and significant of each variable is tested, correlation and regression were used on SPSS. Analysis was done on the basis of SPSS. The result shows that brand loyalty is not affected by rebranding and repositioning nor it is transferring its effect on brand equity. The reason behind this result can be the fact that Mobilink Pakistan has recently rebranded itself and people might not be much familiar with this rebranding and repositioning so future research should be done on it after some long time.

Huang (2010) did a study on the impact of rebranding on guest satisfaction and financial performance: a case study of Holiday Inn Singapore. This paper investigated if there was a significant improvement in the Holiday Inn Singapore Orchard City Centre’s guest satisfaction (OSAT) and financial performance after its rebranding. Paired-samples analyses were conducted on the hotel’s pre- and post-rebranding guest satisfaction, occupancy, average daily rates (ADR), revenue per available room (RevPAR), revenue and net operating

profit (NOP). Overall, the results revealed that after the rebranding, HISOCC's occupancy and RevPAR increased significantly; ADR and OSAT reflected non-significant increases; while NOP reflected a non-significant decrease. The non-significant results may be explained by anomalous performance in key hotel operational areas and slow demand during Lunar Chinese New Year in the post-rebranding period. While this paper only analyzed one rebranding case study, it is noted that the results do provide support to the existing literature on branding/rebranding, guest satisfaction and loyalty, and financial performance.

Machoki (2014) investigated the effects of rebranding strategy on performance of SACCOS in Kenya by carrying out a survey of SACCOS in Meru County. The survey incorporated both branded and non-branded SACCOS in Meru County. 75% of SACCOS in Meru were selected using Stratified random sampling which was necessitate by the fact that SACCOS in Meru were divided into seven categories based on the location (districts). Data was gathered using a closed ended Likert scaled questionnaire which incorporated various factors which could be used to evaluate the desired variable. Data analysis was conducted using SPSS version 20. 1. According to the results obtained SACCOS rebrand for various reasons including: to improve competitiveness, improve diversity and SACCO's relevance. Re-branded SACCOs in Meru county noted rebranding had been necessitated by SASRA regulations that required all deposit-taking SACCOS to have a core capital of not less than 10 million shillings; which forced SACCOS to find alternative ways of expanding the common bond, respondents from rebranded SACCOS felt that branding can have an effect on brand equity greatly by improving brand loyalty, customer attitude, and perception of quality and brand awareness. They also noted that branding can have a positive effect on SACCO membership via enhanced membership retention, increase in membership and increases in shareholding and savings. Putting the results into perspective, it can be asserted that rebranding is a viable alternative for SACCOS seeking to project a new image and improve its market share.

Makasi, Krishna and Nyasha (2014) investigated re-branding and its effects on consumer perceptions. Relevant theoretical data were critically reviewed, compared and contrasted as they relate to the topic of rebranding and consumer perceptions. A mixed research methodology was adopted hence the combination of questionnaires and interviews in the data collection process. The study used a sample size of thirty customer representatives and five staff members of a local bank which has recently rebranded. Data was gathered, recorded, analyzed and interpreted on the basis of the research objectives and research questions using the Statistical Package for social sciences (SPSS) software. The mean and standard deviations of the responses were 1.08 and 0.277 respectively which reflected respondents' strong positive impression of the bank after it rebranded. Based on these and other results, the study therefore established that rebranding has positive effects on consumers' perceptions and can be used as a marketing tool in order gain competitive advantage and has an impact on the financial performance of an organization.

Mwangi (2013) did a study on the influence of strategic corporate re-branding on customer satisfaction among mobile service providers in Kenya using a case of mobile phone service providers. This study adopted the survey approach, which is suitable for collecting information in breadth and not width. The target population comprised all the four mobile service providers in Kenya. The study targeted customers of the four mobile companies within Nairobi County. Primary data was collected using a questionnaire. Quantitative data collected was analyzed through the use of descriptive statistics using SPSS and presented through the use of means and averages, percentages, standard deviations, frequencies and regression analysis. The study found that rebranding was very important in relation to customers' level of satisfaction with the service provider and that the service brand name is a very important component of the brand and an important information source to the customer, because service attributes are difficult to communicate via other means. The study also found

that customer satisfaction is a key and valued outcome of good marketing practice and that firm's objective during any re-branding should be to either maintain or improve on the satisfaction of its customers.

2.3.1 Change of Logo as a Rebranding Element

When services and products are hard to distinguish, a symbol can be the central element of brand equity, the key distinguishing characteristic of a brand (Munyaradzi, 2011). Throughout history, logos have allowed the effective identification of individuals (e.g., in ancient China, emperors used the dragon as a symbol of imperial power) and movements or groups e.g., the cross is used on top of church buildings and the swastika on some Buddhist temples. Nevertheless, logos can be more than simple tools for differentiation and identification. The Christian cross symbolizes sacrifice and life's victory over death, while in Buddhism the swastika embodies auspiciousness and good luck— hence signifying that slogans, logos, brand names can, amid others, carry important info about the brand they stand for. Indeed, previous study on branding states that logos act as the main visual illustration of a brand's overall meaning and image (Henderson and Cote, 2011). Brand logos also have an impact on the financial value of a company (Van Riel and Van den Ban, 2001).

Brands have the capability to aid express or define individuals' actual or desired selves (Chaplin and Roedder John, 2005) and to distinguish consumers' selves from those of others (Kleine, Kleine, and Allen, 1995). For example, a brand may echo numerous parts of customers' personalities, such as core values/beliefs (e.g., Rolex for uncompromising precision and attention to detail) or lifestyles (e.g., Quicksilver for a young-minded, individual, casual Style) they adhere to (Escalas & Bettman, 2005). Brands also become relevant to customers by connecting the individual to others who share similar values and beliefs (Schau et al., 2009).

Furthermore, since logos offer brands with a face and may thus enhance a brand's genuineness and cherished appeal to consumers (Henderson and Cote, 2011), logos have the potential to not only express such brand-self associations, but also to reinforce and strengthen them, thus enhancing customers' willingness to exert effort and invest resources towards sustaining their relationship with the brand (Park et al., 2010). According to Pimentel and Heckler (2012), on the study of consumer's behavior of a logo change, they found that consumers "preferred" no change to a logo but small changes were well "tolerated." They stated that changes will be tolerated by consumers as long as the changes are slight enough so that the new logo design falls within the consumers' latitude of acceptance. Therefore logo change can have a significant effect on the customer behavior on new Kenya cooperative creameries. Thus rebranding can affect customer behavior if consumers taste or preferences are not taken into consideration.

In current world of business, re-branding can take many guises and need not be confined to circumstances where there has been a colour change only. Re-branding can be defined as "affecting a change to a brand in order to stimulate a change in consumer attitudes, perceptions and behavior with the end goal of generating positive market growth. The reality is that the scope of this change could be as minor as subtle changes to the company's graphics and logo or as major as a full-blown colour change. In effect, changing any of the tangible elements of the brand can do re-branding, whether through the advertising, corporate stationery & sales literature, packaging design, staff uniforms, vehicle livery or the corporate identity and trademark. Fang and Mowen (2005) indicated that changes in any will have an impact of rebranding a company. In the business literature and in practice, the term 'rebranding' is variously used to describe three different events: changing name, changing the brand aesthetics (colour palette, logo, etc.), and/or repositioning the brand.

Perhaps one of the earliest studies (though somewhat preliminary) that looked at the importance of logos was that by Manville (1965). He reported on an experiment where two identical advertisements were tested for effectiveness through unaided recall and aided recall. Both ads were exactly identical except for the logo used; one was “the regular logotype Philips, the other, a ‘dummy’ logo, T.A.G”. The advertisements with the well-known brand name logo was well-received than the other advertisements.

Schechter (2012) provided a way of measuring the added value of a logo through its image contribution and recognition/association. Subjects were divided into three main groups: the first was shown the company/brand name only in black, the next was shown the icon (symbol) only in color, and the third was shown both name and symbol together in color. “The difference in scores between the “Full Logo” cell and the “Name Only” cell determined the image contribution of the logo design”. Fifty five percent of the logos seemed to influence image behavior whether positively or negatively, but at the same time 45% of the logos had a negligible effect. Furthermore, it was found that in terms of image contribution, pictorials and letter symbols seemed to have significantly higher scores than characters, abstracts, and word marks. On the other hand, in terms of recognition, characters and letter symbols scored better than pictorials and much better than abstracts.

Giberson and Hulland (2012) found that when a product category is cued in a logo, the logo is retrieved faster from memory. In another study, Fang and Mowen (2005) investigated factors that would influence the effectiveness of a logo design. Based on Henderson and Cote’s (2011) logo design dimensions, the authors manipulated two logo design characteristics, namely: the representative/abstract and angular/rounded dimensions. The dependent variables used were: attitude toward the logo, attitude toward the ad, attitude toward the firm, and the behavior towards firms’ modernisms. The results showed that the effect of roundness of the logo on the different evaluations was moderated by the product

category (i.e. an angular logo was preferred for the building and a round logo was preferred for the vase). Furthermore, the effect of logo representativeness and roundness on evaluations was also moderated by visual arts orientation (an individual difference factor).

In “creating effective logos,” Kohli, Suri and Thakor (2002) provided their thoughts on the “two facets of logo design: content and style,” where content referred to the “elements contained in the logo, including text and graphic representation” and style referred to “how these elements are presented” in a graphical sense. The authors provided some guidelines to creating effective logos, and of the guidelines presented, they said that a logo design image should be carefully chosen, since “a strong image may take a long time to build but an even longer time to shed”. Logos should also reflect the “big picture, and ensure consistency over time and between the various elements” of brand identity, i.e. the name, logo, and slogan. Companies were also advised not to run after fads in logos designs, and to keep focus on a brand’s specific marketing objectives when designing logos. Finally, the authors advise managers that logos have to be market tested before launch and that feedback has to be obtained not only from designers but consumers as well.

Pimentel and Heckler (2012) found that consumers generally preferred no changes to logos but tolerated small changes. Walsh et al. (2006) found that highly brand committed people had more negative attitudes toward the brand after the logo change whereas weakly committed people had more positive brand attitudes toward the logo change.

In another study, color appropriateness was investigated by Bottomley and Doyle (2006) who showed the “effects of colors and products on perceptions of brand logo appropriateness” (p. 63). In the first experiment, it was found that colors that were more meaningfully congruent with products were considered more appropriate. Functional colors were found to be “more appropriate for functional products,” and sensory-social colors were “more appropriate for sensory-social products”. In terms of actual color, it was found that blue color was more

appropriate for functional products (than red) and red was more appropriate for sensory-social products (than blue). The second experiment extended the study from products to brands, where it was found that blue logos were more appropriate than red logos for brands promoting a functional image, and red logos were more appropriate for brands promoting a sensory social image.

In terms of fonts, Doyle and Bottomley (2004) studied the effect of font appropriateness on brand choice. In the first experiment, it was found that “brands presented in appropriate fonts were chosen more often than brands presented in inappropriate fonts”. Appropriate fonts are meant to mean appropriate for that brand product category and the brand names used were fictitious and non-meaningful. In the second experiment, the brand names were changed to reflect meaningful names (e.g. temptation/indulgence for chocolates) and even then “appropriate fonts were still chosen more often than inappropriate ones”. Finally in the third experiment, a behavioral effect of font appropriateness on brand choice was tested. Here “people were presented with an actual choice of chocolates from two chocolate boxes” with two different fonts (same name) and yet again “the box with the appropriate font was chosen more often”.

2.3.2 Change in Product Specification as a Rebranding Element

Product specifications are based on what the customer needs and wants, and how the organisation can meet the expectations. Product specifications described what the product has to provide and define the product characteristics so that the product can be modified. They include the technical requirements used to design the product, and the physical and psychological characteristics (Rainey, 2008). The organisation must translate customer requirements into detailed product and process specifications. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials,

operational characteristics and safety features. The customer is the driving force for the production of goods or services. The manufacturing function is responsible for guaranteeing that product specifications are adhered to during production and that the final product performs as intended (James and William, 2008).

Many companies are interested in improving their competitive edge in the global marketplace where rapid changes occur due to technological innovations and changing customer demands. These companies realize that in order to bring product innovations and value-added services to the market in a timely fashion, they must know the wants (like-to-have), needs (must-have), and desires (wish-to-have) of their customers and quickly fulfil these wants, needs and desires as completely as possible (Yi-Lin, Chekitan & Pradeep, 2015). It is desirable that the customer gets as much freedom as possible when specifying the requirements for a rebranded product. He should be free in what kind of information he provides about the desired product: functional information, technical information and structural information (Shwarze *et al.*, 1996).

Kumar, Vikas and Priyender (2012) paper tried to explore the rationale of rebranding such as change in product specification and organizational performance through data analysis by using SPSS and Excel. The data was collected from CMIE Database (PROWESS) and statistical tools like t-test has been used. The researchers found through analysis that though corporate rebranding specifically change in product specification increases the income (market share), yet it should be done with care. Before rebranding all the factors should be studied thoroughly otherwise it may lead to disasters.

2.3.3 Change of Slogan as a Rebranding Element

Stuart and Muzellec (2004) argue that changing a slogan can sometimes help to support the introduction of a new name. They further highlight that an excellent slogan can enrich an

organization while a bad or a silly slogan can undermine it; where for instance, journalists are often only too happy to pounce on a slogan and subject it to ridicule. The slogan change however, must not be excessive in order to have a significant meaning, as in the case of British Airlines when they shifted the emphasis of their slogan ‘the world’s favorite airline’ to ‘the world’s favorite airline’.

Stuart and Muzellec (2004) then conclude that a slogan change can be useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately. But the managers should be vary that it is better to keep their current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity.

Muzellec and Stuart (2004) contend that when a company decides to go through the rebranding process, the overall goal is to show the stakeholders, consumers, and the marketplace that the company has changed. Re-branding is an expensive endeavor whether a corporation changes everything or just the company’s slogan. Muzellec and Stuart state an advertising campaign can prove to be extremely expensive but it is a minor cost when calculating the total cost of a change of identity. Corporations must determine how best to change the image of the company while maintaining the loyal customer base of the company.

Munyaradzi (2011) explored the impact of rebranding on the performance of the Hotel Industry in Masvingo. With the costs and tasks involved in rebranding one wondered whether rebranding was worth the value to the ultimate performance of the hotel industry or whether it was a source of competitive advantage. In this study an exploratory research design was employed. The major research findings were that the rebranding strategies such as change of slogan were a product of the changing economic conditions, changing corporate strategy and changing ownership structure.

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

2.4 Research Gap

The understanding of organization performance on rebranded products has attracted a lot of attention among researchers. De-Chernatony (2006), stresses that all causes of product rebranding come from the environment in which a brand operates. According to de Chernatony (2006), the importance and usefulness of brands cannot be overlooked because brands are powerful entities that blend functional, performance-based values with emotional values and that brands are not limited to being one aspect. De-Chernatony (2006) further noted that brands are multifaceted concepts, and to talk about 'a brand' sometimes overlooks the richness of this concept. Although literature has been reviewed on impact of rebranding on organization financial performance, most of these studies have been done in other countries whose strategic approach and financial footing is different from that of Kenya. None of them therefore focused on how these apply in the Kenyan case. It is evident

therefore that a literature gap exists on the effect of product rebranding on organization performance. This study therefore seeks to fill this gap by focusing on the impact of rebranding on organization financial performance with references to new Kenya Cooperative Creameries limited and National Bank of Kenya.

2.5 Conceptual Framework

Figure 2.1 presents the conceptual framework which indicates that the independent variable was defined by; employee competence management, financial planning, political interference and public participation and the dependent variable was implementation of devolved budget.

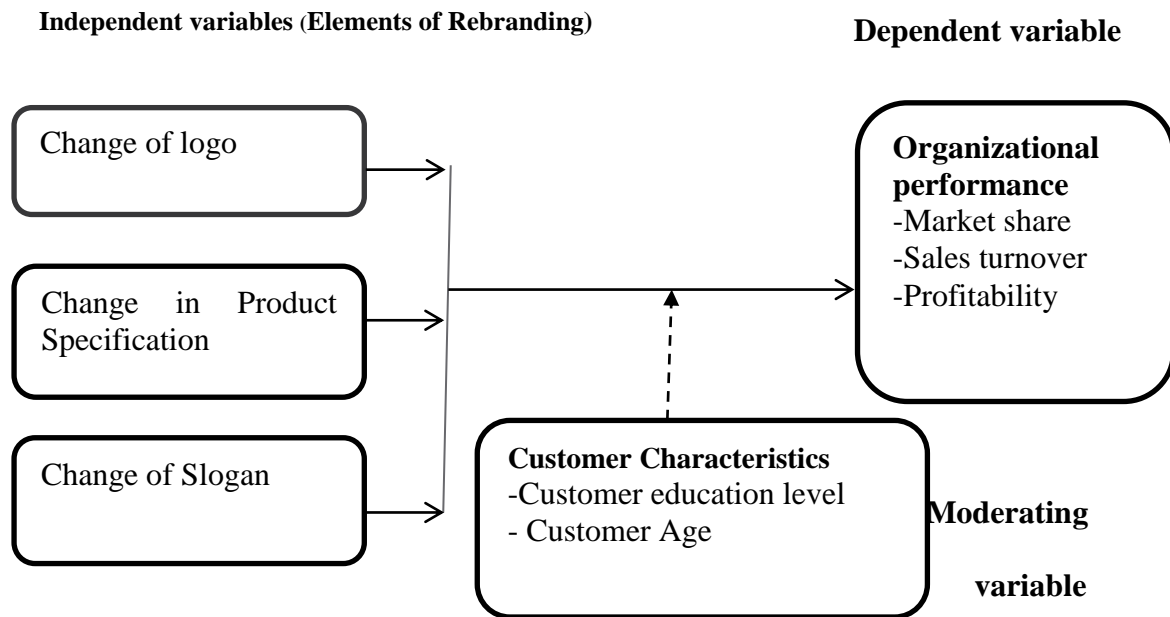


Figure 2. 1: Conceptual Framework

2.6 Operationalization of Variables

Table 2.1: Operationalization of Variables

Objective	Variable Type	Indicators	Data analysis
To establish the effect of change of logo on organizational performance	Independent change of logo	Design Dimensions Font Appropriateness Color appropriateness Degree of logo change Valence of logo change Skepticism towards logo change Resistance towards logo change Curiosity towards logo change	Descriptive Correlation Regression

		Brand attitude after logo change	
To establish the effect of change in product specification on organizational performance	Independent change in product specification	Size Form Finish Taste Packaging Dimensions Operational characteristics Safety features	Descriptive Regression
To establish the effect of changes in slogan on organizational performance	Independent changes in slogan	Introduction of a new name Quality of change Magnitude of change Reflection of corporate identity	Descriptive Regression
To establish the level of performance at New KCC Limited and NBK	Dependent Organizational Performance	Market share Profitability Sales turnover	Descriptive Regression
	Customer Buying Behavior	Quality of services Timeliness Cost effectiveness Reliability Responsiveness	Descriptive Regression
	Moderating Effect Customer characteristics	Customer education level Customer age	Descriptive Regression

2.7 Summary of Literature

The chapter reviews relevant literature on the impacts of rebranding on organizations financial performance in Kenya. New Kenya cooperative creameries Limited and National Bank of Kenya through their intermediation role between corporate and retailers have affected the volume as well as mobilization of buying, by providing the market with the diversification of instruments that will meet the precise demand of customers (Baumol& Alan, 2006). Understanding customer buying behavior therefore is a very important aspect of marketing, given that one has to understand which factors consumers base their purchasing decision on, in order to be able to respond to their needs and demands. Outside influences of the environment, as well as the needs and desires of the consumers, develop over time, which makes it necessary to analyze future trends in consumer behavior, in order to adapt the marketing strategy if necessary. One interesting aspect of consumer choice is that many times the purchasing decision is made because of a certain type of bonding to the brand or an experience the consumer relates with the brand.

It is a well-established belief that consumers do not only base their purchasing decisions on product utility, but also on their symbolic meaning. Yet not only do consumers make use of the symbolic meaning of products in order to create and sustain themselves, they also employ consumption to locate themselves in society. It is certain that customers do not just consume products, activities or beliefs only to please their desires, but also to accomplish their self-creation project (Wattanasuwan, 2005; Elliott, 1994). Lastly Because the current academic literature lacks a general model of customer buying behavior on product rebranding, this paper concentrated on product rebranding strategies such as; color change, logo change, slogan change and customer behavior which interacts with each other and together influences the sales of any rebranded product in the mark.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter was a blueprint of the methodology that was used by the researcher to find answers to the research question. In this chapter the research methodology was presented in the following order, research design, and target population, sampling procedure, data collection methods, instruments of data collection and finally the pilot study and the data analysis.

3.2 Research Design

Research design is the general plan of how one goes about answering the research questions. Orodho (2003) defines a research design as the scheme, outline or plan that is used to generate answers to research problems. Further Donald (2006) notes that a research design is the structure of the research, it is the “glue” that holds all the elements in a research project together. The study was based on the comparative descriptive research design. This design was deemed appropriate to address the main interest which is to explore the viable relationship and describe how the factors support matters under investigation in the organization. The method provided quantitative data through interviewing the customers with major emphasis on the approach being to determine the frequency of occurrence or the extent to which variables are related (Mugenda and Mugenda, 2003). It is an efficient way to obtain information needed to describe the attitudes, opinions and views of customers of KCC and NBK on the subject matter.

3.3 Population of Study

Target population is the specific population about which information is desired. According to Ngechu (2004), a population is a well-defined or set of people, services, elements and events,

group of things or households that are being investigated. Population studies are more representative because everyone has equal chance to be included in the final sample that is drawn according to Bryman and Bell (2007). The target population composed of top level management, middle level management and low level management staff of New KCC and National Bank of Kenya in Nairobi County. This population was chosen since the customers are well conversant with the subject of this study.

Table3.1. Target Population

Level	NKCC	NBK	TOTAL
Top level managers	16	27	43
Middle level managers	56	61	117
Low level managers	123	137	260
Total	195	225	420

Source: NEW KCC Second Quarter market Survey Records2014 and NBK (2015)

3.4 Sampling Frame and Sampling Technique

The sampling plan describes the sampling unit, sampling frame, sampling procedures and the sample size for the study. The sampling frame describes the list of all population units from which the sample was selected (Cooper & Schindler, 2003). The study employed Stratified random sampling technique in coming up with a sample size of 201 respondents. Stratified random sampling is unbiased sampling method of grouping heterogeneous population into homogenous subsets then making a selection within the individual subset to ensure representativeness; that is, the top level management, middle level management and low level management staff of New KCC and National Bank of Kenya in Nairobi County. The goal of stratified random sampling is to achieve the desired representation from various sub-groups in the population. In stratified random sampling subjects are selected in such a way that the existing sub-groups in the population are more or less represented in the sample.

A sample population of 201 was arrived at by calculating the target population of 420 with a 95% confidence level and an error of 0.05 using the formula taken from Mugenda and Mugenda (2003) (Appendix III).

Table3.2: Sampling frame

Level	NKCC	Sample size	NBK	Sample size	Total sample size
Top level managers	16	8	27	13	21
Middle level managers	56	27	61	29	56
Low level managers	123	59	137	65	124
Total	195	94	225	107	201

3.5 Instrumentation and Data Collection Procedure

The researcher used a questionnaire as primary data collection instrument. According to Donald (2006), a self-administered questionnaire is the only way to elicit self-report on people's opinion, attitudes, beliefs and values. The questionnaire was designed to give a brief introduction of respondents. The questionnaires were divided into sections representing the various variables adopted for study. The questions were designed to collect quantitative data. The researcher used assistants to distribute by hand the questionnaires to be completed by the selected respondents. Upon completion, the research assistants collected the questionnaires and ensure high completion rate and return of the completed questionnaires.

Data collection procedure represented the actual information that was obtained for the purpose of the research study. The questionnaire were administered through drop and pick method to the customers. Secondary data involve data that was collected from other past data that had been collected and tabulated through graphs, charts and reports. This type of data was collected from reference materials, which have key information and was helpful to this research study. Collection of secondary data was obtained through desk researches, which

were both from internal or external sources. The external sources included publication press, newspapers, libraries, and various research related organizations.

3.6 Validity and Reliability

The researcher carried out a pilot study to pretest and validate the questionnaire. According to Cooper and Schindler (2003), the pilot group can range from 25 to 100 subjects depending on the method to be tested but it does not need to be statistically selected. This was in line with a quantitative research design methodology employed in this research project.

According to Somekh, and Cathy (2005), validity is the degree by which the sample of test items represents the content the test is designed to measure. Content validity which is employed by this study is a measure of the degree to which data collected using a particular instrument represents a specific domain or content of a particular concept. Mugenda and Mugenda (1999) contend that the usual procedure in assessing the content validity of a measure is to use a professional or expert in a particular field. To establish the validity of the research instruments the researcher sought to seek opinions of experts in the field of study especially the lecturers. This facilitated the necessary revision and modification of the research instrument thereby enhancing validity

According to Walliman and Nicholas (2001), reliability refers to the consistency of measurement and is frequently assessed using the test–retest reliability method. Reliability is increased by including many similar items on a measure, by testing a diverse sample of individuals and by using uniform testing procedures.

The researcher selected a pilot group of 15 individuals from the target population to test the reliability of the research instrument. This was achieved by first stratifying the individuals. The researcher also put in consideration gender equity and geographical background of individuals. A construct composite reliability co-efficient (Cronbach alpha) of 0.7 or above,

for all the constructs, is considered to be adequate for this study (Rousson, Gasser and Seifer, 2012). Reliability coefficient of the research instrument was assessed using Cronbach's alpha (α) which is computed as shown in Appendix IV.

3.7 Data Analysis and Presentation

This included analysis of data to summarize the essential features and relationships of data in order to generalise from the analysis to determine patterns of behaviour and particular outcomes. The data collected from the field was assessed and comparison made so as to select the most accurate and quality information from the feedback given by various respondents. This involved assessing and evaluating the questionnaires and other sources of both primary and secondary data. Regression analysis was employed. The quantitative data was coded to enable the responses to be grouped into various categories. The organised data was interpreted on account of concurrence and standard deviation to objectives using assistance of computer packages especially SPSS and Microsoft Excel to communicate research findings.

Data was grouped into frequency distribution to indicate variable values and number of occurrences in terms of frequency. Frequency distribution table was informative to summarize the data from respondents. In addition, the researcher conducted a multiple regression analysis so as to determine the relationship between the variables. Tables and other graphical presentations such as bar charts, histogram, grouped frequency distributions and pie charts as appropriate was used to present the data collected for ease of understanding and analysis.

Regression analysis was used using the below equation to analyze data;

$$Y = B_0 + B_1X_1 + B_2X_2 + B_3X_3 + \epsilon$$

Where Y – Organizational performance

B_0 - Constant.

B_1, B_2, B_3 , - regression coefficient.

X_1 - Change of Logo

X_2 - Change in Product specification

X_3 - Change of Slogan

ε - Error term

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION

4.1 Introduction

This chapter discusses data analysis, presentation and interpretation of the research findings in line with the objectives of the study. The data obtained was presented in tables to reflect different response rate amongst the respondents. Analysis of the response rate, general information and independent variables was conducted and the obtained data was subjective to quantitative analysis.

4.1.1 Response Rate

The study targeted 201 respondents and to determine the actual number of the respondents who actively participated in the research study by filling and submitting back the questionnaires, the analysis of the response rate was conducted as follows;

Table 4.1: Response Rate

	Frequency	Percentage
Responded	143	71.1
Not Responded	58	28.9
Total	201	100.0

Table 4.1 shows that 143 people out of 201 respondents filled and returned the questionnaire which contributed to 71.1%

4.2 Demographic Information

This consists of gender composition, age bracket and level of education of the research population sample.

Table 4.2: Gender of the Respondent

	Frequency	Percentage
Male	87	60.8
Female	56	39.2
Total	143	100.0

Table 4.3 show that majority of the respondents were male comprising of 60.8% who were closely followed by female whose percentage was 39.2%.

Table 4.4: Age Bracket

	Frequency	Percentage
31-40 years	48	33.6
41-50 years	63	44.1
51 years and above	32	22.4
Total	143	100.0

Table 4.3 indicate that, majority of the respondents (44.1%) were between the 41-50 years, 33.6% were between 31-40 years while 22.4% were 51 years and above.

Table 4. 5: Level of Education

	Frequency	Percentage
College	60	42.0
University	61	42.7
Postgraduate	22	15.4
Total	143	100.0

Table 4.4 reveal that majority of the respondents (42.7%) had attained university level of education, 42% had attained college level of education and 15.4% attained postgraduate level of education.

4.3 Change of Logo

Table 4.6: Various aspects of Logo changes effect on organizational performance

	Mean	Standard Deviation
Design Dimensions	4.5874	.63166
Font Appropriateness	4.0909	.79531
Color appropriateness	4.2867	.86091
Degree of logo change	3.2531	.82187
Valence of logo change	4.1958	.89016
Skepticism towards logo change	4.4196	.64363
Resistance towards logo change	4.2867	.66737
Curiosity towards logo change	4.3007	.72223
Brand attitude after logo change	4.1469	.66032

From table 4.5, it was clear that design dimensions had a very great effect on organizational performance as shown by a mean score of 4.5874. Majority of the respondents cited the aspects of logo changes that affect organizational performance to a great extent as scepticism towards logo change as expressed by a mean score of 4.4196, curiosity towards logo change as expressed by a mean score of 4.3007, colour appropriateness as expressed by a mean score of 4.2867, resistance towards logo change as expressed by a mean score of 4.2867, valence of logo change as expressed by a mean score of 4.1958, brand attitude after logo change as expressed by a mean score of 4.1469 and font appropriateness as expressed by a mean score of 4.0909. However, degree of logo change was found to have a moderate effect on organizational performance as expressed by a mean score of 3.2531. This concur with Henderson and Cote (2011) who found that logos provide brands with a face and may thus enhance a brand's authenticity and intimate appeal to customers. According to Pimentel and Heckler (2012), on the study of consumer's behavior of a logo change, consumers "react" to specific changes to a logo but small changes were well "tolerated." They stated that changes such as design dimensions and color appropriateness may be tolerated by consumers. Giberson and Hulland (2012) also found that when a product category is cued in a logo, the

logo is retrieved faster from memory. Thus the degrees of logo change and font appropriateness are key determinants in organizational performance.

4.4 Change in Product Specifications

Table 4.7: Extent that aspects of changes in product specifications affect company performance

	Mean	Std. Deviation
Size	4.7063	.50116
Form	4.5874	.63166
Finish	4.0909	.79531
Taste	4.2867	.86091
Packaging	3.8531	.82187
Dimensions	4.1958	.89016
Tolerances	4.4196	.64363
Materials	4.2867	.66737
Operational characteristics	4.3007	.72223
Safety features	4.1469	.66032

From table 4.6, the aspects of changes in product specifications affect company performance to a very great extent include size and form as shown by a mean score of 4.7063 and 4.5874 respectively. The respondents also indicated the changes in product specifications that affect company performance to a great extent as tolerances as shown by a mean score of 4.4196, operational characteristics as shown by a mean score of 4.3007, taste as shown by a mean score of 4.2867, materials as shown by a mean score of 4.2867, dimensions as shown by a mean score of 4.1958, safety features as shown by a mean score of 4.1469, finish as shown by a mean score of 4.0909 and packaging as shown by a mean score of 3.8531. These results correlate with James and William (2008) who stated that the organisation must translate customer requirements into detailed product and process specifications to improve on its performance. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics and safety features. Usher et al. (1998) also found that in order for companies to bring product innovations and value-added

services to the market in a timely fashion, they must know the wants (like-to-have), needs (must-have), and desires (wish-to-have) of their customers and quickly fulfil these wants, needs and desires as completely as possible (Usher *et al.*, 1998). Shwarze et al. (1996) found that a company should be keen in what kind of information it provides about the desired product: functional information, technical information, structural information, operational characteristics, safety features, packaging, taste of the product, size of the product and form of product in order to improve sales of the rebranded product.

Table 4.8: Level of agreement with statements regarding effect of change in product specifications on organizational performance

	Mean	Std. Deviation
The change in product colour was successful in creating familiarity, thus affecting how I perceive the products	4.1329	.53389
The choice in color for products greatly affect how I perceive the company	4.1469	.54331
Colour is an integral part of the brand name and as such a change was required to enhance sales. Colour change was used to refresh the brand	3.9021	.71517
Color has the unique ability to make or break the success of a product in the market	4.0629	.59596

Table 4.7 shows that majority of the respondents were in agreement that the choice in colour for products greatly affect how they perceive the company as illustrated by a mean score of 4.1469, the change in product colour was successful in creating familiarity, thus affecting how they perceive the products as illustrated by a mean score of 4.1329, colour has the unique ability to make or break the success of a product in the market as illustrated by a mean score of 4.0629 and that colour is an integral part of the brand name and as such a change was required to enhance sales as colour change was used to refresh the brand as illustrated by a mean score of 3.9021. These results are in line with Van Riel and Van den Ban (2001) whose findings indicate that product color creates familiarity with the product, thus affecting how

customers perceive the products he further pointed out that color has the unique ability to make or break the success of a product in the market.

4.5 Change of Slogan

The study sought to establish the level of agreement of the respondents on various statements regarding effect of slogan change on organizational performance. The findings are as shown in Table 4.8.

Table 4.9: Change of Slogan

	Mean	Standard Deviation
Changing a slogan can sometimes help to support the introduction of a new name.	4.8462	.41635
Excellent slogan can enrich an organization while a bad or a silly slogan can undermine it;	4.5524	.61299
The slogan change must not be excessive in order to have a significant meaning,	4.0350	1.07082
Slogan change is useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately	2.8112	1.26686
It is better to keep the current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity	3.9231	.88872

From table 4.8, the respondents strongly agreed that changing a slogan can sometimes help to support the introduction of a new name and that excellent slogan can enrich an organization while a bad or a silly slogan can undermine it as expressed by a mean of 4.8462 and 4.5524 respectively. The respondents were also in agreement that the slogan change must not be excessive in order to have a significant meaning as expressed by a mean of 4.0350, and that it is better to keep the current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity as expressed by a mean of 3.9231. In addition, the respondents disagreed with that slogan change is useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately as expressed by a mean of 2.8112.

Previous studies also found that a slogan change can be useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately. But the managers should be vary that it is better to keep their current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity (Stuart & Muzellec, 2004. Muzellec and Stuart (2004) also contend that when a company decides to go through the rebranding process, the overall goal is to show the stakeholders, consumers, and the marketplace that the company has changed. Finally Stuart and Muzellec (2004) argue that changing a slogan can help to support the introduction of a new name.

4.6 Customer Buying Behaviour

The study sought to find out the trend of various aspects of organizational performance in the companies for the last five years for the last five years. The results are indicated in Table 4.9.

Table 4.10: Trend of various aspects of organizational performance for the last two years

	Mean	Standard Deviation
Quality of services	4.0490	.64271
Timeliness	4.1329	.66330
Cost effectiveness	4.3077	.70442
Reliability	3.4895	1.04050
Responsiveness	4.3874	.63166

Table 4.9 shows that majority of the respondents were of the view that their companies had registered an improvement in responsiveness as shown by a mean score of 4.3874, cost effectiveness as shown by a mean score of 4.3077, timeliness as shown by a mean score of 4.1329 and quality of services as shown by a mean score of 4.0490 while reliability has remained unchanged as shown by a mean score of 3.4895. This is in line with Stuart and

Muzellec (2004) that firms can make use of such information to devise corresponding marketing strategies in response to the consumer needs. Wansink (2000) in his study found that quality of services, cost effective products, and organizational responsiveness to customers complains and suggestion and product reliability influence the consumer behavior to a greater extent.

4.7 Moderating Effect

Table 4.11: Extent that various factors moderate the effect of rebranding on financial performance of the companies

	Mean	Std. Deviation
Customer education level	4.0909	.79531
Customer age	2.5594	1.20224

From table 4.12, it was clear that Customer education level moderate the effect of rebranding on financial performance of the companies to a great extent as shown by a mean score of 4.0909 while customer age had a moderate effect as shown by a mean score of 2.5594. This is in line with Lehu (2003) stated that the sustained efforts of brand managers to protect brand equity, constantly develop assets, and strengthen differentiation could ideally create a supreme “master brand.

4.8 Organizational Performance

Table 4.13: Trend of the various aspects of organizational performance in the companies for the last five years

	Mean	Std. Deviation
Market share	3.6014	1.07559
Profitability	3.5734	1.18375
Sales turnover	4.4685	1.41324

According to table 4.11, majority of the respondents were of the view that for the last five years, the companies had recorded an improvement in sales turnover as shown by a mean score of 4.4685, market share as shown by a mean score of 3.6014 and also profitability as shown by a mean score of 3.5734. Assael (2004) stated that when consumers are well informed about the delivered product or service, consumers tend to have a positive interest to behave so as to strengthen the customer relationship with the company thus increase the companies' market share and profitability.

4.9 Regression Analysis

In this study, a multiple regression analysis was conducted to test the influence among predictor variables. The research used statistical package for social sciences (SPSS V 21.0) to code, enter and compute the measurements of the multiple regressions.

Table 4.14: Coefficient of Determination (R²)

Model	R	R²	Adjusted R²	Std. Error of the Estimate
1	.343 ^a	.118	.098	2.32415

a. Predictors: (Constant), Slogan, logo, product

R-Squared is a commonly used statistic to evaluate model fit. R-square is 1 minus the ratio of residual variability. The adjusted R², also called the coefficient of multiple determinations, is the percent of the variance in the dependent explained uniquely or jointly by the independent variables. 9.8% of the changes in the organizational performance could be attributed to the combined effect of the predictor variables.

Table 4.15: Summary of One-Way ANOVA results

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.982	3	33.327	6.170	.001 ^b
	Residual	750.829	139	5.402		
	Total	850.811	142			

The probability value of 0.001 indicates that the regression relationship was highly significant in predicting how logo change, change in product specification and slogan change influenced organizational performance. The F calculated at 5% level of significance was 6.170 since F calculated is greater than the F critical (value = 2.70), this shows that the overall model was significant.

Table 4.16: Regression coefficients of the relationship between organizational performance and the three predictive variables

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	15.976	2.356		6.782	.000
	Logo change	.732	.432	1.579	1.695	.092
	Change in product specification	-.857	.416	-1.916	-2.058	.041
	Slogan change	.171	.093	.162	1.844	.067

As per the SPSS generated table above, the equation ($Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$) becomes:

$$Y = 15.976 + 0.732X_1 - 0.857X_2 + 0.171X_3$$

The regression equation above has established that taking all factors into account (logo change, change in product specification and slogan change) constant at zero organizational performance will be 15.976. The findings presented also show that taking all other independent variables at zero, a unit increase in the logo change would lead to a 0.732 increase in the scores of organizational performance. This is in line with Heckler (2012) who found that consumers “tolerated” small changes to a logo.

A unit increase in the scores of change in product specification would lead to a 0.857 decrease in the scores of organizational performance. This corresponds with Usher *et al.*(1998) who argued that it is desirable that the customer gets as much freedom as possible when specifying the requirements for a rebranded product.

Further, the findings shows that a unit increases in the scores of slogan change would lead to a 0.171 increase in the scores of organizational performance. The finding is in line with Stuart and Muzellec (2004) who highlight that an excellent slogan can enrich an organization while a bad or a silly slogan can undermine it; where for instance, journalists are often only too happy to pounce on a slogan and subject it to ridicule. They conclude that a slogan

change can be useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately

Overall, change in product specification had the greatest effect on the organizational performance, followed by logo change while slogan change had the least effect on the organizational performance. Change in product specification was significant ($p < 0.05$) while Logo change and Slogan change was insignificant ($p > 0.05$). The findings from the regression model are in line with the previous studies that brand logos have an impact on the financial value of a company (Van Riel & Van den Ban, 2001). The organisation must translate customer requirements into detailed product and process specifications. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics and safety features. The customer is the driving force for the production of goods or services (James & William, 2008). Stuart and Muzellec (2004) also highlight that an excellent slogan can enrich an organization while a bad or a silly slogan can undermine it; where for instance, journalists are often only too happy to pounce on a slogan and subject it to ridicule.

CHAPTER FIVE
SUMMARY OF FINDINGS, DISCUSSIONS, CONCLUSIONS AND
RECOMMENDATIONS

5.1 Introduction

This chapter presented the discussion of key data findings, conclusion drawn from the findings highlighted and recommendation made there-to. The conclusions and recommendations drawn were focused on addressing the objective of the study.

5.2 Summary of Findings

The study found that aspects of logo change such as scepticism towards logo change affect organizational performance to a great extent as expressed by a mean score of 4.4196, curiosity towards logo change as expressed by a mean score of 4.3007, colour appropriateness as expressed by a mean score of 4.2867, resistance towards logo change as expressed by a mean score of 4.2867, valence of logo change as expressed by a mean score of 4.1958, brand attitude after logo change as expressed by a mean score of 4.1469 and font appropriateness as expressed by a mean score of 4.0909.

The study also found that product specifications affect company performance. The findings established that aspects of changes in product specifications affect company performance to a very great extent include size and form as shown by a mean score of 4.7063 and 4.5874 respectively. The also deduced that operational characteristics affect company performance to a very great extent as shown by a mean score of 4.3007, taste as shown by a mean score of 4.2867, materials as shown by a mean score of 4.2867, dimensions as shown by a mean score of 4.1958, safety features.

The study also revealed that the choice in colour for products greatly affect how clients perceive the company as illustrated by a mean score of 4.1469, the change in product colour

was successful in creating familiarity, thus affecting how customers perceive the products as illustrated by a mean score of 4.1329 while colour as an integral part of the brand name and as such a change was required to enhance sales as colour change was used to refresh the brand as illustrated by a mean score of 3.9021.

The study further deduced that slogan change affects organizational performance. The study further established that a slogan can sometimes help to support the introduction of a new name and that excellent slogan can enrich an organization while a bad or a silly slogan can undermine it as expressed by a mean of 4.8462 and 4.5524 respectively. The study also found that the slogan change must not be excessive in order to have a significant meaning as expressed by a mean of 4.0350. The study also found that companies had registered an improvement in responsiveness as shown by a mean score of 4.3874, cost effectiveness as shown by a mean score of 4.3077, timeliness as shown by a mean score of 4.1329 and quality of services as shown by a mean score of 4.0490 while reliability remained unchanged as shown by a mean score of 3.4895.

The study further found that customer education level moderate the effect of rebranding on financial performance of the companies to a great extent as shown by a mean score of 4.0909 while customer age had a moderate effect as shown by a mean score of 2.5594. The study found that for the last five years, the companies had recorded an improvement in sales turnover as shown by a mean score of 4.4685, market share as shown by a mean score of 3.6014 and also profitability as shown by a mean score of 3.5734.

The study deduced that change in product specification had the greatest effect on the organizational performance with a coefficient of -0.857, followed by logo change at 0.732 while slogan change had the least effect on the organizational performance at 0.171. Change in product specification was significant ($p < 0.05$) while Logo change and Slogan change was insignificant ($p > 0.05$).

5.3 Discussion of Findings

From the finding, the study found that aspects of logo change such as scepticism towards logo change affect organizational performance to a great extent as expressed by a mean score of 4.4196, curiosity towards logo change as expressed by a mean score of 4.3007, colour appropriateness as expressed by a mean score of 4.2867, resistance towards logo change as expressed by a mean score of 4.2867, valence of logo change as expressed by a mean score of 4.1958, brand attitude after logo change as expressed by a mean score of 4.1469 and font appropriateness as expressed by a mean score of 4.0909. This correlates with Henderson and Cote (2011) found that logos provide brands with a face and may thus enhance a brand's authenticity and intimate appeal to customers. According to Pimentel and Heckler (2012), on the study of consumer's behavior of a logo change, they found that consumers "react" to specific changes to a logo but small changes were well "tolerated." They stated that changes such as design dimensions and color appropriateness may be tolerated by consumers.

The study found that product specifications affect company performance. The findings established that aspects of changes in product specifications affect company performance to a very great extent include size and form as shown by a mean score of 4.7063 and 4.5874 respectively. The also deduced that operational characteristics affect company performance to a very great extent as shown by a mean score of 4.3007, taste as shown by a mean score of 4.2867, materials as shown by a mean score of 4.2867, dimensions as shown by a mean score of 4.1958, safety features. This results correlates with James and William (2008) who stated that the organisation must translate customer requirements into detailed product and process specifications to improve on its performance. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics and safety features.

From the study findings, the researcher found that the choice in colour for products greatly affect how clients perceive the company as illustrated by a mean score of 4.1469, the change in product colour was successful in creating familiarity, thus affecting how customers perceive the products as illustrated by a mean score of 4.1329 while colour as an integral part of the brand name and as such a change was required to enhance sales as colour change was used to refresh the brand as illustrated by a mean score of 3.9021. These results are in line with Van Riel and Van den Ban (2001) whose findings indicate that product color creates familiarity with the product, thus affecting how customers perceive the products he further pointed out that color has the unique ability to make or break the success of a product in the market.

The study further deduced that slogan change affects organizational performance. The study further established that a slogan can sometimes help to support the introduction of a new name and that excellent slogan can enrich an organization while a bad or a silly slogan can undermine it as expressed by a mean of 4.8462 and 4.5524 respectively. The study also found that the slogan change must not be excessive in order to have a significant meaning as expressed by a mean of 4.0350. This is in line with previous studies that a slogan change can be useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately. But the managers should be vary that it is better to keep their current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity (Stuart & Muzellec, 2004).

The study also found that companies had registered an improvement in responsiveness as shown by a mean score of 4.3874, cost effectiveness as shown by a mean score of 4.3077, timeliness as shown by a mean score of 4.1329 and quality of services as shown by a mean score of 4.0490 while reliability remained unchanged as shown by a mean score of 3.4895. This is in line with Stuart and Wansink (2000) who found that quality of services, cost

effective products, and organizational responsiveness to customers complains and suggestion and product reliability influence the consumer behavior to a greater extent.

The study further found that customer education level moderate the effect of rebranding on financial performance of the companies to a great extent as shown by a mean score of 4.0909 while customer age had a moderate effect as shown by a mean score of 2.5594. This is in line with Lehu (2003) who stated that the sustained efforts of brand managers to protect brand equity, constantly develop assets, and strengthen differentiation could ideally create a supreme “master brand.

The study found that for the last five years, the companies had recorded an improvement in sales turnover as shown by a mean score of 4.4685 and also profitability as shown by a mean score of 3.5734. Assael (2004) stated that when consumers are well informed about the delivered product or service, consumers tend to have a positive interest to behave so as to strengthen the customer relationship with the company thus increase the company’s market share and profitability

From the regression model, the researcher established that logo change and slogan change positively but insignificantly influence organizational performance while change in product specification negatively but significantly influence organizational performance. Taking all factors into account (logo change, change in product specification and slogan change) constant at zero organizational performance will be 15.976. The findings presented also showed that taking all other independent variables at zero, a unit increase in the logo change would lead to a 0.732 increase in the scores of organizational performance and a unit increase in the scores of change in product specification would lead to a 0.857 decrease in the scores of organizational performance. Further, the findings shows that a unit increases in the scores of slogan change would lead to a 0.171 increase in the scores of organizational performance.

The findings from the regression model are in line with the previous studies that brand logos have an impact on the financial value of a company (Van Riel & Van den Ban, 2001). The organisation must translate customer requirements into detailed product and process specifications. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics and safety features. The customer is the driving force for the production of goods or services (James and William, 2008). Stuart and Muzellec (2004) also highlight that an excellent slogan can enrich an organization while a bad or a silly slogan can undermine it; where for instance, journalists are often only too happy to pounce on a slogan and subject it to ridicule.

The study found that change in product specification had the greatest effect on the organizational performance with a coefficient of -0.857, followed by logo change at 0.732 while slogan change had the least effect on the organizational performance at 0.171. Change in product specification was significant ($p < 0.05$) while Logo change and Slogan change was insignificant ($p > 0.05$).

5.4 Conclusions

The study concludes that logo change affects organizational performance to a great extent and that aspects of logo change such as scepticism towards logo change affects organizational performance to a great extent. This is in accordance with Pimentel and Heckler (2012) found that consumers “react” to specific changes to a logo but small changes were well “tolerated.” They stated that changes such as design dimensions and color appropriateness may be tolerated by consumers.

The study also concluded that product specifications negatively affect company performance. The further concludes that aspects of changes in product specifications affect company performance to a very great extent include size and form as shown by a mean score of 4.7063

and 4.5874 respectively. The research also deduced that operational characteristics affect company performance to a very great extent as shown by a mean score of 4.3007. This results correlates with James and William (2008) who stated that the organisation must translate customer requirements into detailed product and process specifications to improve on its performance. Product specifications might address such attributes as size, form, finish, taste, dimensions, tolerances, materials, operational characteristics and safety features.

The study concludes that slogan change affects organizational performance. The study further concludes that a slogan can sometimes help to support the introduction of a new name and that excellent slogan can enrich an organization while a bad or a silly slogan can undermine it as expressed by a mean of 4.8462 and 4.5524 respectively. This correlates with Stuart and Muzellec (2004) who expressed that managers should be vary that it is better to keep their current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as a sign that the organization does not understand its identity.

5.5 Recommendations

Based on the findings of this study, the researcher came up with several recommendations. Foremost, the study found that rebranding is a viable alternative for organizations seeking to build a new image and improve its market share; therefore the researcher recommends that milk processing industries and those in the banking sector wishing to improve performance can use rebranding strategy. The study recommends that logo change should be used when a company needs to refresh its brands in the market. This should however be done very carefully with a comprehensive research to avoid using of offensive logos that might drive the customers away rather than attracting them. A new logo can bring out a sense of newness and trigger the thought of trying a company's products driven by the curiosity from the logo. The study recommends that before adopting a logo change a company should do a pre-test of

how the public is going to react to the new logo. If negative sentiments are recorded from the public then the change is not worthy a risk.

The study found that change in product specification is a key and valued outcome of good marketing practice. The study therefore recommends that organisations should focus more on their product specification as a rebranding strategy. Although product specification is important, customer buying behaviour is more crucial to the company than for others. High value customers are more valued than other customers since they are the pillars of the company's profitability. Equally, there are some customers whose satisfaction is less important, such as those a company cannot serve or who are unprofitable. For high value customers, their satisfaction is crucial to a company's survival, and the goal should always be to satisfy those customers.

Further, the NKCC and national bank management should carry out thorough market research before rebranding; this would help them to know the preferred changes by the Members hence improve their confidence in the bank and NKCC. The study further recommends that companies should consider rebranding. Rebranding creates an illusion of overall change in the functions and products of a company which can have a positive impact to the public hence increasing sales performance. Finally, the study recommends that managers should evaluate their slogans to gauge their effectiveness in reflecting their position in the market. If the slogans do not give the clear position then a slogan change should be made.

5.6 Limitations of the study

Due to confidentiality, the researcher encountered unwillingness by respondents to reveal information which was classified as confidential. The researcher also faced a challenge in securing the respondents precious time considering their busy working schedules. However,

the researcher made proper arrangements with respondents to avail themselves for the study off-time hours and motivate them on the value of the study. Inaccurate findings could result due to inaccurate information that may be given by the respondents. In this case the researcher ensured the questions are precise and to the point in designing the questionnaire.

5.7 Suggestions for Further Research

This study concentrated on the impact of rebranding on financial performance: a case of new Kenya cooperative creameries limited and national bank of Kenya. This study therefore recommends that another study be done on the effect of rebranding on other industries including the Brookside, Financial institution industry which has seen NKCC and NBK change its branding.

More research on rebranding and performance should be carried out even in other sectors of the economy; this would enable researchers to more confidently relate rebranding and its effects on performance of various organizations. As noted in this study, various rebranding strategies may be employed when rebranding, therefore the researcher recommends that further research should be carried out to investigate the best strategies to employ when rebranding. This would help organizations to reduce the rebranding cost and get the best results after rebranding.

Finally, the researcher recommends that further research should be carried out to definitely clarify the specifics of rebranding and its effect on corporate identity and customer satisfaction among other variables. Such studies should evaluate a large number of companies and should preferably be longitudinal. More research should be done on the effect of organization rebranding on sales performance of other companies that have rebranded in Kenya e.g. Britam, Unilever East Africa Limited to see whether the findings results will be the same.

REFERENCES

- Aaker, D.A. and Joachimsthaler, K. (2012). *Brand Leadership*. London: Free Press.
- Aaker, J. L. (1996). Dimensions of brand personality. *Journal of marketing research*, 34 (3), 347-356.
- Ailawadi, K. L., Lehmann, D. R., & Neslin, S. A. (2003). Revenue premium as an outcome measure of brand equity. *Journal of Marketing*, 67, 1–17.
- Allen. T, & Simmons, J. (2003). *Brands and Branding*. The Economist in association with Profile Books.
- Assael, S. (2004). *Services Marketing*. New York: McGraw-Hill International Editions.
- Baumol, W.J. & Alan, S.B. (2006). *Macroeconomics: Principles and Policy*, Tenth edition. Thomson South-Western.
- Berthon, P., Hulbert, J. M and Pitt, L.F. (1999). Brand Management Prognostications. *Sloan Management Review*, 40 (2), 53-65.
- Chaplin, L. N., & Roedder John, D. (2005). The development of self-brand connections in children and adolescents. *Journal of Consumer Research*, 32, 119–129.
- Chernatony, T. (2006). How is manifest branding strategy related to the intangible value of a corporation? *Journal of Marketing*, 68, 126–141.
- Chiu, K. Hsu, M.K. Lin, R. & Huang, L. (2010). Power of Branding on Internet Service Providers. *Journal of Computer Information Systems*, 50(3):112-120.
- Dawes, J. & Brown, R. B. (2012) Postmodern Marketing: Research Issues for Retail Financial Services. *Qualitative Market Research: An International Journal*, 3(2), 90-98.
- De chernatony, L. (2006). Brand Management through Narrowing the Gap between Brand Identity and Brand Reputation. *Journal of Marketing Management*, 15, 157-179.
- Donald, C. (2006). Educational research. An introduction. Longman. New York.
- Doyle, P. (2001a). Building Value-Based Branding Strategies. *Journal of Strategic Marketing*, 9, 255-268.
- Elliott, R. (1994) Exploring the symbolic meaning of brands. *British Journal of Management*, 5, 13-19.
- Escalas, J. E., & Bettman, J. R. (2005). Self-construal, reference groups, and brand meaning. *Journal of Consumer Research*, 32, 378–389.
- Fill, C. (2009). *Marketing communications – Interactivity, communities and content*. (5th Ed.) Harlow: Pearson Education Limited.

- Gordon, G.L., Calantone, R.J., and di Benedetto, C.A., (2012). Brand Equity in the Business-to-Business Sector: An Exploratory Study. *Journal of Product and Brand Management*, 2(3), 4-16.
- Graser, M. (2012). *Art is work*. Woodstock, NY: The Overlook Press.
- Griffin, E. (2012). *A First Look at Communication Theory*. New York, NY: McGraw-Hill. p. 195.
- Henderson, P.W., and Cote J. A. (2011). Guidelines for Selecting or Modifying Logos. *Journal of Marketing*, 62 (2), 14-30. *Journal of Marketing Research*, 44, 15–32.
- Huang, P. (2010). The Impact of rebranding on guest satisfaction and financial performance: A case study of Holiday Inn Singapore. *UNLV Theses/Dissertations/Professional Papers/Capstones*. Paper 687.
- James, T. and William, D. (2008). The chain of effects from brand trust and brand affect to brand performance: The role of brand loyalty. *Journal of Marketing*, 65 (2), 81 – 94.
- Kapferer, J.N. (2008). *The new strategic brand management*. (4th Ed.). London: Kegan Page Limited.
- Kapferer, J.N. (2010). *Strategic Brand Management*. London: Kegan Page.
- Keller, K. (2001). Building Customer-Based Brand Equity: *A Blue Print for Creating Strong Brands*. 107(1), 3-38.
- Keller, K. (2003). Brand Synthesis: The Multidimensionality of Brand Knowledge. *Journal of Consumer Research*, 29(4).
- Keller, K.L. (2012). Conceptualizing, measuring, and managing customer-based brand equity. *Journal of marketing*, 57(January), 1-22.255.
- Kleine, S. S., Kleine, R. E., III, & Allen, C. T. (1995). How is a possession ‘me’ or ‘not me?’ Characterizing types and an antecedent of material possession attachment. *Journal of Consumer Research*, 22(12), 327–343.
- Knapp, D. E. (1999). *The brand mindset*. New York: McGraw Hill.
- Kotler, P. & P foertsch, W. (2006). *B2B Brand Management*. Berlin: Springer.
- Kotler, P. (2012). *Marketing Management*. The Millennium Edition, Upper Saddle River: Prentice Hall.
- Kumar, A. S., Vikas, T., and Priyender, Y. (2012). Rebranding and Organizational Performance- Some Issues of Relevance, *American Journal of Sociological Research*, Vol. 2 No. 5. pp. 90-97.
- Lehu, N. (2003). Company branding strategy: Its relationship to guest satisfaction and room revenue. *Journal of Hospitality and Tourism Research*, 28 (2), 156– 165.

- Lury, G. (2011). Beware the brand watchers. *Marketing*, 15 October, 25.
- Machoki, L. M. (2014). *Rebranding strategy and performance of savings and credit co-operatives in Meru County, Kenya*. Unpublished MBA thesis, University of Nairobi.
- Makasi, A. (2014). Re-Branding and Its Effects on Consumer Perceptions: A Case Study of a Zimbabwean Bank. *Mediterranean Journal of Social Sciences* 5(20): 42-79.
- Makasi, A., Krishna, G. and Nyasha, M. (2014). Re-Branding and Its Effects on Consumer Perceptions: A Case Study of a Zimbabwean Bank. *Mediterranean Journal of Social Sciences*. Vol 5 No 20: 2582 – 99.
- Mbungu, F. K. (2014). An Investigation into The Challenges Facing Implementation of Enterprise Resource Planning In The Dairy Industry In Kenya (A Case Of Selected Dairy Firms). Unpublished MBA project, Kenyatta University.
- Mizik, N., & Jacobson, R. (2008). The financial value impact of perceptual brand attributes. *American Journal of Marketing*, 14, 63-82.
- Morgan, N. A., & Rego, L. L. (2009). Brand portfolio strategy and firm performance. *Journal of Marketing*, 73, 59–74.
- Mudambi, S. (2002). Branding Importance in Business-to-Business Markets. *Industrial Marketing Management*, 31(6), 525-533.
- Mugambi, D. K., Maina, M., Wambugu, S. K. and Gitunu, A. M. (2014). Assessment of performance of smallholder dairy farms in Kenya: an econometric approach. *Journal of Applied Biosciences*.
- Munyaradzi, M. (2011). *The Impact of Rebranding on Organizational Performance: The Case of Hotel Industry in Masvingo*, Zimbabwe Paperback.
- Muzellec, L. & Lambkin, M. (2005). Corporate rebranding: destroying, transferring or creating brand equity? *European journal of marketing*, 40, 7&8, 803-824.
- Muzellec, L. & Lambkin, M. (2008). Corporate rebranding and the implications for brand architecture management: The case of Guinness (Diageo) Ireland. *Journal of strategic marketing*, 16, 4, 283-299.
- Muzellec, L. and Stuart, H. (2004). Corporate makeovers: Can a hyena be rebranded? *Journal of Brand Management*, 11(6), 37.
- Muzellec, L., Doogan, M. & Lambkin, M. (2003). Corporate rebranding – an exploratory review. *Irish Marketing Review*, 16(2), 31-40.
- Mwangi, G. G. (2013). The influence of strategic corporate re-branding on customer satisfaction among mobile service providers in Kenya. Unpublished MBA thesis, University of Nairobi.

- O'Loughlin, D. & Szmigin, I. (2006). Emerging Perspectives on Customer Relationships, Interactions and Loyalty in Irish Retail Financial Services. *Journal of Consumer Behaviour*, 5(2):117-129.
- Omiti, J., Wanyoike, F., Staal, S., Delgado, C., & Njoroge, L., (2006). *Will small-scale dairy producers in Kenya disappear due to economies of scale in production?* Contributed paper prepared for presentation at the International Association of Agricultural Economists Conference, Gold Coast, Australia.
- Orodho, P. (2003). *Synthesizing Research; A guide for Literature Reviews* (3rd edn) Sage: Thousand Oaks.
- Park, C. W., MacInnis, D. J., Priester, J., Eisingerich, A. B., & Iacobucci, D. (2010). Brand attachment and brand attitude strength: Conceptual and empirical differentiation of two critical brand equity drivers. *Journal of Marketing*, 74, 1–18.
- Pimentel, R. and Susan H. (2012). Changes in Logo Designs: Chasing the Elusive Butterfly Curve. *Working Paper*, 1-24.
- Rao, V. R., Agarwal, M. K., & Dahlhoff, D. (2004). How is manifest branding strategy related to the intangible value of a corporation? *Journal of Marketing*, 68, 126–141.
- Ritson, M. (2004). Why are brand positioning made so complex? *Journal of Brand Management*, 04 (8), 1.
- Rodrigues, C.S. and Biswas, A. (2004). Brand alliance dependency and exclusivity: an empirical investigation. *Journal of Product and Brand Management*, 13 (7), 477-87.
- Schau, H. J., Muñiz, A. M., Jr., & Arnold, E. J. (2009). How brand community practices create value. *Journal of Marketing*, 73, 30–51.
- Sessions, S. (2004). Power of Branding on Banks. *Journal of Computer Information Systems*, 50(3):112-120.
- Solomon, M. (2011). Consumer Behavior. In *Buying, Having, and Being 9th Edition* (p. 262).
- Srivastava, R. K., Shervani, T. A., & Fahey, L. (2011). Market-based assets and shareholder value: A framework for analysis. *Journal of Marketing*, 62, 2–18.
- Sundus, Z. and Naintara, S. R. (2014). Effect of Rebranding and Repositioning On Brand Equity Considering Brand Loyalty as a Mediating Variable. *IOSR Journal of Business and Management. Volume 16, Issue 1. PP 58-63.*
- Taylor, Howard. (1967). Balance and Change in the Two Person Group. *Sociometry* 30 (3), 262-279.
- Urde, M. (1999). Brand Orientation: A Mindset for Building Brands into Strategic Resources. *Journal of Marketing Management*, 15, 117-133.

- Van R., Cees B.M., Van den Ban, A. and Heijmans, E. (2001). The Added Value of Corporate Logos - An Empirical Study. *European Journal of Marketing*, 35 (3/4), 428-440.
- Van Riel, B. and Van den Ban, W. (2001). The effect of consumer-based brand equity on firms' financial performance. *The Journal of Consumer Marketing*, 20 (4), 335 – 351.
- Wattanasuwan, K. (2005). The Self and Symbolic Consumption. *The Journal of American Academy of Business*, Cambridge, March, 179-184.
- Wood, B. M. (2005). *Marketing Planning: Principles into Practice*. Harlow: Pearson Education Limited.
- Yi-Lin, T., Chekitan, S. and Pradeep, C. (2015). What's in a Brand Name? Assessing the Impact of Rebranding in the Hospitality Industry, *Journal of Marketing Research*, 52, (6), 865-878.

APPENDICES

Appendix I: Introduction Letter

Dear Respondent,

I am a student at KCA University, pursuing a degree of Masters in Business Administration and majoring in Marketing Management. I am doing a Research Project on the Impact of Rebranding on Organizational Financial Performance: A Case of New Kenya Cooperative Creameries Limited and National Bank of Kenya. I will be very grateful if you could provide the information sought by the questionnaire provided.

Your response will be treated with strict confidence and in no instance will your name be mentioned in there port or anywhere. The information gathered will strictly be used for the Research only and not for any other purpose.

Yours faithfully,

Maxwell Mengo

Appendix II: Research Questionnaire

SECTION A: DEMOGRAPHIC INFORMATION

- 1) Gender Male Female
- 2) Indicate your age bracket
20-30 years. 31- 40 years. 41- 50 years. 51 years and above
- 3) State your highest level of education
Secondary College University Postgraduate

SECTION B: MAIN ISSUES

Change of Logo

- 1) To what extent do the following aspects changes of Logo affect organizational performance in your company?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Design Dimensions					
Font Appropriateness					
Color appropriateness					
Degree of logo change					
Valence of logo change					
Skepticism towards logo change					
Resistance towards logo change					
Curiosity towards logo change					
Brand attitude after logo change					

Change in Product Specifications

- 2) To what extent do the following aspects changes in product specifications affect your company performance?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Size					
Form					
Finish					
Taste					
Packaging					
Dimensions					
Tolerances					
Materials					
Operational characteristics					
Safety features					

3) On a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5 = strongly agree, please indicate your level of agreement with the following statements regarding effect of change in product specifications on organizational performance.

	1	2	3	4	5
The change in product colour was successful in creating familiarity, thus affecting how I perceive the products					
The choice in color for products greatly affect how I perceive the company					
Colour is an integral part of the brand name and as such a change was required to enhance sales. Colour change was used to refresh the brand					
Color has the unique ability to make or break the success of a product in the market					

Changes of Slogan

4) On a scale of 1 to 5 where 1= strongly disagree, 2= disagree, 3= neither agree nor disagree, 4= agree and 5 = strongly agree, please indicate your level of agreement with the following statements regarding effect of slogan change on organizational performance.

	1	2	3	4	5
Changing a slogan can sometimes help to support the introduction of a new name.					
Excellent slogan can enrich an organization while a bad or a silly slogan can undermine it					
The slogan change must not be excessive in order to have a significant meaning					
Slogan change is useful if the managers believe that the old slogan does not reflect the positioning of the organization adequately					
It is better to keep the current slogan than risk an adaptation of a new slogan that might be perceived by the stakeholders as an sign that the organization does not understand its identity					

Customer Buying Behaviour

5) What is your attitude regarding the following aspects of your company for the last two years?

	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Quality of services					
Timeliness					
Cost effectiveness					
Reliability					
Responsiveness					
Relationship management					

Moderating Effect

6) To what extent do the following moderate the effect of rebranding on financial performance of your company?

	Very great extent	Great extent	Moderate extent	Little extent	Not at all
Customer education level					
Customer age					

Organizational Performance

7) What is the trend of the following in your company for the last five years?

	Greatly Improved	Improved	Constant	Decreasing	Greatly decreased
Market share					
Profitability					
Sales turnover					

THANK YOU

Appendix III: Sampling Formula

For target population > 10,000

$$n = \frac{Z^2 PQ}{\alpha^2}$$

Where: Z is the Z – value = 1.96

P Population proportion 0.50

Q = 1-P

α = level of significance = 5%

$$n = \frac{1.96^2 \times 0.5 \times 0.5}{0.05^2}$$

$$n = 384$$

If less than 10,000, Mugenda and Mugenda (2003) recommend the following adjustment

Adjusted sample size. $n_f = n / [1 + (n/N)]$

$$n_f = 384 / [1 + (384/420)]$$

$$\text{Approx.} = 201$$

Appendix IV: Reliability Coefficient Formula

$$A = k/k-1 \times [1 - \sum (S^2) / \sum S^2_{\text{sum}}]$$

Where:

α = Cronbach's alpha

k = Number of responses

$\sum (S^2)$ = Variance of individual items summed up

$\sum S^2_{\text{sum}}$ = Variance of summed up scores