THE INFLUENCE OF STRATEGIC CORPORATE BRANDING ON CUSTOMER SATISFACTION: A CASE OF MOBILE SERVICE PROVIDERS IN KENYA

BY

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UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

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A Research Project Report Submitted to the Chandaria School of Business in Partial Fulfillment of the Requirement for the Degree of Masters in Business Administration (MBA)

UNITED STATES INTERNATIONAL UNIVERSITY – AFRICA

SUMMER 2018
STUDENT’S DECLARATION
I the undersigned, declare that this is my original work and has not been submitted to any other College, Institution or University other than the United States International University in Nairobi for academic credit.

Signed:……………………………….. Date:………………………………

Rose Irene Muthoni (ID 629495)

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

Signed…………………………………………… Date………………………………

Dr. Joseph Ngugi Kamau

Signed…………………………………………… Date………………………………

Dean, Chandaria School of Business
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ABSTRACT
The purpose of this research study was to find out the influence of strategic corporate branding on customer satisfaction a case of mobile service providers. The study was conducted based on the following objectives; to find out the influence of brand association on customer satisfaction among mobile service providers; to find out the effect of perceived quality on customer satisfaction among mobile service providers; to find out the impact of brand awareness on customer satisfaction among mobile service providers.

The study adopted a descriptive research design. The target population comprised of all the four mobile service providers in Kenya. The study targeted customers of the four mobile companies within Nairobi County. Primary data was collected via questionnaires containing structure and unstructured questions. Data editing, coding, transcribing and cleaning was then done to correct any errors and/or omissions. Descriptive data analysis was in the form of frequency, distribution, standard deviation and mean. Additionally, regression and correlation was performed using Statistical Package for Social Sciences (SPSS) and MS Excel. The data was then presented in the form of tables and figures.

The first objective sought to find out the respondents opinion in reference to the variable brand association on customer satisfaction. The table indicates that 63% agreed that mobile service providers are a credible brand, 56% agreed that mobile service providers are highly reliable, 60% agreed that they are particularly in favor of mobile service providers, 57% agreed that mobile service providers are totally in 55% agreed that mobile service providers use modern technology in their operations, 54% agreed that mobile service provider’s branches are accessible to them and 49% agreed that all branches they visited provide the same level of service and products.

The second objective sought to establish the effect of perceived quality on customer satisfaction. Seeking to answer this the study established that majority of mobile service providers agreed that there is a positive correlation between brand association and customer satisfaction. The positive relationship show cased that when perceived quality increases by 1, consumer satisfaction of the respondent’s increases by 0. 253. The findings were in agreement with Jamali (2007) Iglesias and Guille (2004) findings indicated that there is a positive relationship between service quality and customer satisfaction.

The third objective sought to find out the respondent’s opinion, in reference to the variable brand awareness on customer satisfaction. According to the table, 69% of the respondents agreed that mobile service providers are well known to them, 69% agreed that they quickly
recognize mobile service providers among other competing brands, 62% agreed that they quickly recall the symbol or logo of mobile service providers, 55% agreed that some characteristics of mobile service providers come to their mind quickly, 68% agreed that they are familiar with the mobile service providers 47% agreed that they see the advertisements for the brand often, 47% agreed that frequently they get information about mobile service providers on TV, Radio, 47% agreed that mobile service providers are a sponsor of public welfare activities, 58% agreed that mobile service providers frequently delivers what they promised to customers and 64% agreed that they would recommend a friend to join mobile service providers.

The study concluded that majority of the respondents were in agreement that there is a strong relationship between strategic corporate brand association, perceived quality, brand awareness and customer satisfaction. Brand association was found to have a positive and statistically significant relationship with customer’s satisfaction. On perceived quality and customer satisfaction, showed that the effect of the logo was ranked the highest by majority of the respondents. Majority of the respondents were in agreement that the logo colors and their brand stand for what mobile service providers stand for. Perceived quality was found to have a positive and statistically significant relationship with customer satisfaction.

The study recommends that mobile service providers have superior quality of products as expected by majority of the consumers. The study was only carried out on the four mobile service providers in Nairobi County. Further research should be done on all 47 counties in Kenya to ascertain the influence of strategic corporate branding on customer satisfaction on all mobile service providers in order to achieve a sustainable competitive advantage and comparative advantage.
ACKNOWLEDGEMENT
I would like to express my genuine thanks to my Supervisor Dr. Joseph Ngugi Kamau for accepting to supervise this research work. I also thank the Almighty God as my source of all inspiration in allowing me to undertake this project that is too involving in terms of time and resources.
DEDICATION

It is with great humility that I dedicate this work to my family without whose support I would not have made it to this level.
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LIST OF ABBREVIATIONS AND ACRONYMS

AIG  American Insurance Group
ANOVA Analysis of Variance
ARPU Average Revenue per User
CCK Communications Commission of Kenya
CGE Compagnie Générale des Eaux
HSBC Hong Kong and Shanghai Banking Corporation
SIM Subscriber Identity Module
SPSS Statistical Package for Social Sciences
VAS Value Added Services
CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Branding is the practice of building a new name representative of a unique position in the mind frame of stakeholders and a special identity from competitors Muzellec, Doogan and Lambkin (2016). Rebranding may involve radical changes to the brand's logo, brand name, image, marketing strategy and advertising themes. These changes are typically aimed at the repositioning of the organization sometimes, in an effort to distance itself from particular negative image of the previous branding or to move the brand up market (Muzellec & Lambkin, 2016).

A corporate name change may improve market recognition, position and produce an increase in the stock market value of renamed firm Horsky and Swyngedouw (2014) for a new name to be launched, the old name has to be left, an action likely to cancel years of branding effort in terms of creating awareness. Since name awareness is a key component of brand equity, this action is likely to further destroy the equity of the brand Aaker (2013). As the name is the anchor for brand equity, the change of name might not only damage the brand equity, it might simply destroy it (Muzellec & Lambkin, 2016).

This study is anchored on the theory of competitive advantage. Globalization of the competition and appearance of the trans-national companies do not eradicate the influence of a particular country, for getting the competitive advantage. A country can offer different competitive advantages for a company, depending if it is an origin country or a host country. If sustainable superior performance (which equals sustainable competitive advantage) is to be achieved a firm ought to uniquely identify itself.

Alderson (2013) hinted at a basic tenet of sustainable competitive advantage, that an important aspect of competitive advantage is specialization of suppliers to meet the differences in buyer demand. To be able to keep up with stiff competition and dynamics, companies aim at transforming their business as a result of changing business directions and expanding business units. In today’s competitive market, brand building is crucial. Strong brand can create options of growth, command market share, barrier of entry for competitors and consumer faithfulness. Moreover, a strong brand will enhance positive perceptions of a product’s quality, provides a consistent brand image, personality and maintains high level of product awareness. For firms to keep up with strong competition in the market, they must seek to change their business and make them adapt to changing
business environment. This change is compulsory for any organization that wants to survive. Therefore, rebranding can be termed as a necessary strategy or ingredient that can assist build a new business image and also assist in building confidence in the consumers. Rebranding is one of the most important factors that marketers and brand experts must be keen at in order to refresh a brand that could be becoming extinct (Korakoj, 2015).

The mobile industry is among the fastest growing industries in Kenya. According to the Communications Commission of Kenya (CCK), by Quarter 2 of the 2012/13 financial year there were 30.7 million registered mobile cell phone subscribers representing a marginal growth of 1.0% from the previous quarter. Mobile penetration stood at 78.0% during the period up from 77.2% recorded during the previous reporting period. With all these statistics it is no wonder that it has come to the limelight from the public and private sectors. The industry has several players who contribute to its growth. There is mobile industry, regulatory body, the Communications Commission of Kenya, mobile service providers- Safaricom, Airtel, Orange and Yu, the Content and Value Added Services (VAS) companies such as in Mobia, On Mobile, Cellulant, Virtual City among others. We also have the businesses using mobile commercial products and the customers as well.

Strategy may be defined as the direction and scope of an organization over the long term. It achieves favor for the organization through its configuration of its resources, within a difficult environment and geared towards meeting the needs of the markets, as it fulfills stakeholder expectations according to Scholes (2013). Ansoff (2015) defines strategy as the product market scope of a company. This refers to a decision of what to produce in what market. If the environment is stable, an organization can operate without altering its product market focus.

However, if the environment changes this would require alterations in the organization's product market focus that is its strategy. Product market focus relates to conditions of the external environment, which have to be incorporated into strategy. If the products the company is producing or the markets it is serving are not reflective of the demands of the external environment, then the company's efforts are meaningless.

A strategy reflects a company's awareness of how, where and when it should compete and for what purposes it should compete. The underlying issue of this definition is that the main thrust of strategy, is to achieve long term sustainable advantage over the other 3 competitors of the organization in every business in which it engages. It acknowledges that competitive
advantage, results from a thorough comprehension of the external forces that impact on the organization. According to Johnson and Scholes (2016) the term strategy, gives the direction and scope of an organization over the long term which achieves advantage for the organization through its configuration of resources within changing environment to meet the needs of the market and fulfill stakeholders’ expectations. Mintzberg (1988) identified five interrelated definitions of strategy as a plan, ploy, pattern, position and as a perspective. He does not argue that one definition should be preferred to the others, but rather be considered as alternatives or complementary approaches. Since resources are scarce, managers must decide which alternative strategies was of use to the firm most. For any organization to prosper, it was mandatory for top management, managers and employees to work as a team to achieve the company goals and objectives.

The corporate brand is the heart of all forms of branding. It defines the organization’s identity. The corporate brand ties all the elements of a company together. It is the integrating force that brings the organization, its employees, shareholders, and most of all customers together (Schultz 2017). It is the combination of elements of strategy, corporate culture and corporate communications Knox and Bickerton (2003). Through the corporate brand various stakeholders can visualize, recall and speak about the organization Kuusela (2013). A corporate name change may enhance market recognition and position and generate an increase in the stock market value of renamed firm Horsky and Swyngedouw (2014) for a new name to be launched, however, the old name has to be left, an action likely to cancel years of branding effort in terms of creating awareness. Since name awareness is a key component of brand equity Aaker (2015) this action is likely to further deteriorate the equity of the brand. As the name is the anchor for brand equity, the change of name might not only damage the brand equity, it might simply destroy it (Muzellec & Lambkin, 2016).

The main drivers for corporate branding include the change in ownership structure, change in corporate strategy, competitive position and external environment. Reasons for corporate branding include, change in ownership structure (mergers & acquisitions, sponsorships, spin-offs among other aspects of change in ownership). It May also include a change of name which presents the opportunity to portray the company’s distinctiveness through thorough use of the total corporate communication mix Muzellec and Lambkin (2016). Some of the big global firms that have rebranded include AIG (American Insurance Group)
to Chartis Insurance, Midland Bank to the globally renowned financial institution, HSBC and CGE becoming Vivendi an international media conglomerate.

Customer satisfaction refers to transactional measures, focusing on a separate occasion or cumulative construct resulting from a succession of transactions Garbarino and Johnson (2013). It can either indicate the effective reaction, towards the recent experience, with the product Oliver (2013) define customer satisfaction as “the emotive response to service attributes and service information. It is the quick reactions to dimensions which include attributes and processes. According to Chen and Chang (2014) satisfaction is the consumer’s fulfillment response. Gurbüz (2015) notes that this measurable response to company’s offerings can be defined as a positive affective function of both pre-purchase expectation and after-purchase performance. It is a kind of psychological sum up in which connection is built between the feelings and the emotions arising from the probable discrepancies, large or small, between perceptions and expectations on one hand and the experience of consumption on the other.

While some works concentrated on the relation between customer satisfaction and the experience, with the product Oliver (2013) further studies were oriented to the examination of the link between the satisfaction and the brand image, the brand reputation Bloemer and De Ruyter (2013) Selnes (2014) and the brand name Grace and O’Cass (2015) Gurbüz (2016) actually, the latter is considered as an instrument that can be used to influence the consumer perception or corporation attributes Klink (2013). In the case of services industry like telecommunication, customer satisfaction is closely linked to quality. Davis (2017) insists that the use of brand name as a heuristic service quality is reinforced by the brand associations. On the same note, Gurbüz (2015) tests empirically, the impacts of the brand name of a service on customer satisfaction and service quality. Store brand name has a positive effect on satisfaction. He concludes that customer experience plays a serious duty in effective store branding, and may show case to be a better predictor of customer satisfaction.

The mobile industry is among the fastest growing industries in Kenya. According to the Communications Commission of Kenya (CCK), by Quarter 2 of the 2012/13 financial year there were 30.7 million registered mobile cell phone subscribers representing a marginal growth of 1.0% from the previous quarter. With all these statistics, it is no wonder that it has generated a lot of awareness from the public and private sectors. The industry has several players who contribute to its growth. There is mobile industry, regulatory body,
Communications Commission of Kenya, mobile service providers such as Safaricom, Airtel, Orange and Yu, the content and Value Added Services (VAS) providers, the businesses using mobile commercial products, as well as the customers.

For the past few years, Safaricom has been the most dominating mobile service provider in Kenya with an average of 84% of the revenue market share that belongs to them Melewar (2012). The operator was able to maintain its position, as the dominant player irrespective of the entrance of new and very aggressive service providers such as Orange, Celtel which later became Zain and later taken over by Airtel. 10 years ago, Safaricom only sole competitor was Kencell which was owned by French firm Vivendi. However, since then the company has been unable to take over or topple the dominance of Safaricom despite having high praises on better services, high quality network, wider coverage and better pricing Gurbüz (2015). The only segment of dominance by Celtel in the past has been the corporate and post-paid segments who are more concerned with quality of service and network than popularity and pricing. Over the years, Safaricom has taken a lead in both revenue market shares and customer market share. Airtel has changed hands four times from French Vivendi to Netherlands.

1.2 Statement of The Problem

Branding can occur at three distinct levels in an organization namely corporate, strategic business unit and product level. Muzellec (2016) defined branding as the practice of building a new name representative of a differentiated position, in the mindset of stakeholders and a distinctive identity from competitors. Daly and Moloney (2014) explained that rebranding consists of changing some or all of the tangible (the physical expression of the brand) and intangible (value, image, and feelings) elements of a brand. Kapferer (2013) agreed that brand transfer is made up of many components. Hankinson and Lomax (2016) agreed with the explanation that branding, involves change not only in the visual identity of the organization but it also leads to real change within the organization. Branding is also about changing image and it is a long-term goal. In order to refine the definition of branding, Muzellec and Lambkin (2016) defined branding as a change in an organizations self-identity or an attempt to change perceptions of the image among external stakeholders.
Organizations increasingly use corporate branding to enhance brand relevance and improve operational efficiency Melewar (2012) Sonenshein (2010) Vallaster and Lindgreen( 2011). A brand name refers to the part of the brand that can be verbalized for example Airtel, Zain, Celtel, Kencell, while a brand symbol refers, to the part of the brand that can be visually recognized, such as designs, signs or distinctive colors like red and yellow used by re-branded airtel group. Kencell was launched in Kenya in 2000 and rebranded to Celtel in 2004, Zain in 2008 and finally to airtel in 2010. It’s Kenya’s second largest telecommunications firm boasting of four million active subscribers (Allafrica.com). Airtel Kenya is part of Bharti Airtel Limited an Indian company offering telecommunication services in nineteen countries.

A number of studies on corporate branding have been done internationally and locally. For instance, Huang (2014) did a study on the impact of branding on guest satisfaction and financial performance using a case study of Holiday Inn Singapore Orchard City Centre Hotel and found out that Overall after the branding, the hotel’s occupancy and reservation increased impressively. Locally the studies include Munyoki (2017) who did a study on effectiveness of rebranding as a brand strategy, in the credit card sector in Kenya. Findings from the research suggested that rebranding has positive effect to both the market share of the organization and card usage. Co-branding contributes to market penetration as the credit card issuer has access to customer list from which new customers can be acquired.

A study was conducted by Chemayiek (2015) who investigated on consumers’ perception of corporate rebranding strategy by Kenya Airways. The previous studies on the same or related topics did not address branding with relation to telecommunications industry which is very unique and dynamic compared to other less turbulent industries. There is a huge gap between branding a corporate strategically, and the level of customer satisfaction among consumers in the telecommunications industry specifically the mobile service providers. Thus there was a need to close this gap.

1.3 General Objective

The General Objective of this study was to determine the influence of strategic corporate branding on customer satisfaction among mobile service providers in Kenya.

1.4 Specific Objectives

1.4.1 To find out the influence of brand association on customer satisfaction.
1.4.2 To establish the effect of perceived quality on customer satisfaction.

1.4.3 To find out how brand awareness affect customer satisfaction.

1.5 Significance of The Study

1.5.1 Public

The study would assist the public comprehend why companies opt for strategic corporate branding. Which is an essential component in the success of a corporate. The public plays a key role in how they perceive the rebranded corporates as well as their expectations from the branded corporates. This will aid the public to have a better understanding of the impact that the strategic corporate branding has on customer satisfaction.

1.5.2 Consumers

The study would also assist the consumers comprehend what management styles and strategies can be used to efficiently and prosperously adopt the branding strategy effectively. Consumers play a key role in strategic corporate rebranding as the managers have to use appropriate styles and strategies to satisfy the customers and retain them.

1.5.3 Marketers

This study would be helpful to the marketers to strategically plan on their branding efforts with the consumer in mind. Marketers play a key role in creating awareness, persuading and reminding both existing and potential customers. This study will assist them in effectively branding their corporates using the most effective branding strategies.

1.5.4 Telecommunication Companies

The outcomes of the study would also assist various companies from the telecommunication industry and in the private sector understand tactics that they should employ when seeking to adopt branding strategy, thus become effective. This plays an important part in determining if they will have sustainable competitive advantage over the competitors Tele communications industry should innovate from within and create new markets as well as use efficient branding strategies to stay ahead of the competition.

1.6 Scope of The Study

The study was based on key concepts which are influence, strategic corporate branding, and customer satisfaction. It was also based on mobile service providers in Kenya. The
scope is quite involving and entails particular elements of corporate rebranding and various ways of satisfying customers to retain them, increase market share, generate leads and remain relevant in the corporate world. The study took place in Nairobi County on selected mobile service providers for a period of one month in June 2018.

1.7 Definition of Terms

1.7.1 Strategic Corporate Branding

Strategic corporate branding refers to the practice of strategically promoting the brand name of a corporate entity, as opposed to particular products or services. The activities and thinking that go into corporate branding are different from product and service branding because the scope of a corporate brand is typically much wider (Muller, 2017).

1.7.2 Customer Satisfaction

Customer satisfaction is the feeling or attitude of a consumer towards a service after it has been consumed. (Metawa & Almossawi, 1998).

1.7.3 Brand Association

Brand association is an element that assists a brand to be remembered (Aaker, 2015).

1.7.4 Perceived Quality

Perceived service quality is defined as consumer’s judgment about a business overall distinction or dominance (Parasuraman, Zeithaml & Berry, 1988).

1.7.5 Brand Awareness

A brand is an emotional and physiological relationship a company has with a customer, strong brands elicit thoughts, emotion and sometimes physiological responses from a customer (Klink, 2013).

1.8 Chapter Summary

This chapter has just taken a deeper look into the background of the influence of strategic corporate rebranding on customer satisfaction. It demonstrates background to the study, statement of the problem, purpose of the study, research questions, and significance of the study, scope of the study as well as the conceptual frame work of the study. Chapter two covers in detail the literature in the field of study based on the specific objective highlighted in chapter one. Chapter three generally identify significant aspects of collecting, collating, analyzing and presenting research data. It includes process of identifying the population of
study, the sample frame, the sample size, data collection instrument, data analysis and presentation in a logical sequence. Chapter four provides the findings and results on the influence of strategic corporate branding on customer satisfaction, a case of mobile service providers. Chapter five gives analysis of collected data, interpretation and discussion of the study findings. Data was analyzed at two levels using both descriptive and inferential analysis techniques.
CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction
This chapter tackles literature review on the variables identified in chapter one which are brand association, perceived quality and brand awareness. We are going to link them to how they affect customer satisfaction and strategic corporate branding. This is going to give a critical literature review on how strategic corporate rebranding influences customer satisfaction on a deep level. This chapter presents a review of the related literature on the subject under study presented by various researchers, scholars, analysts and authors. It also reviews literature in relation to the research objective on the influence of strategic corporate re-branding on brand loyalty. The specific areas covered here are concept of strategy, corporate branding and how brand association, perceived quality and brand awareness affect customer satisfaction.

2.2 The Influence of Brand Association on Customer Satisfaction
According to Kipkirong (2013) although previous studies, have attempted to explain why some customers remain faithful to a product or service provider, or why other switch few studies have interrogated the role of social pressure as well as the moderating role of corporate image. The study adds value to the comprehension of the determinants of brand association. More importantly social pressure is a fundamental determinant of customer loyalty. Second corporate image plays a moderating role in customer behavior. Thus a firm that is eager to engender customer loyalty should invest in corporate image. The results indicate that perceived service value, service quality and social pressure were significant predictors of customer loyalty, while customer satisfaction was not significant. Corporate image was found to moderate the relationship between service value, service quality, social pressure and customer loyalty (Akbar, 2013).

2.2.1 Brand Association Influence on Customer Satisfaction
According to Kipkirong (2013) Although previous studies have attempted to explain why some customers remain faithful to a product or service provider, or why other switch few studies have interrogated the role of social pressure as well as the moderating role of corporate image. The study adds value to the comprehension of the determinants of brand association. More importantly social pressure is a fundamental determinant of customer loyalty. Secondly corporate image plays a moderating role in customer behavior. Thus firm’s eager to engender customer loyalty should invest in corporate image. The results
indicate that perceived service value, service quality and social pressure were significant predictors of customer loyalty, while customer satisfaction was not significant. Corporate image was found to moderate the relationship between service value, service quality, social pressure and customer loyalty (Akbar, 2013).

Even though the study utilized a sample similar to other existing studies, future research should use bigger samples different measures of variables and different contexts. To enhance on customer loyalty mobile telecommunication firms in Kenya should place more emphasis on the value offered to customers as well as the needs of the social units like family, friends and colleagues. Moreover, telecommunication firms should invest in good corporate image in order to realize the usefulness of customer loyalty Akbar (2013) this research has proposed a conceptual framework to investigate the effects of customers’ perceived service quality, trust and customer satisfaction on customer loyalty.

To test the conceptual framework, structural equation modeling (SEM) has been used to analyze the data collected from three hundred and four customers for a major private telecommunication company operating in Bangladesh. The results of the study indicate that trust and customer satisfaction are importantly and positively related to customer loyalty. Customer satisfaction has found to be a significant mediator between perceived service quality and customer loyalty (Kumar, 2016). A clear comprehension of the postulated relationships among the studied variables might encourage the mobile service providers to figure out appropriate course of action to win customers’ trust by providing better services to create a loyal customer base (Akbar, 2013).

2.2.2 Customer Loyalty

Loyalty is defined as a deeply held commitment to re-buy and re-patronize, a preferred product or service in the future despite situational influences and marketing efforts, having the ability to cause switching behavior Kumar (2016) according to Agyei (2014) customer relationship marketing, has become a strategic imperative for all companies as its effective implementation can increase customer satisfaction, loyalty and retention and so overall sales and repeat purchases. The research results will provide help to telecommunication companies’ management to better satisfy its customers, respond to their needs efficiently and on timely manners. Further adapting to CRM would be the platform, for building a good partnership with customer which consequently leads to services development and improvement.
Shoemaker and Lewis (2014) argues that loyalty occurs, when the customer feels that the firm and its products and services can best meet his/her relevant needs, that competitors are virtually excluded from the consideration set. According to Novo (2014) loyalty to a customer is the tendency to choose one business product over another. The concept of customer often used in the literature incorporates behavioral and altitudinal measures. Loyalty is also defined as building and sustaining a trusted relationship, with customers that leads to the customers’ repeated purchases of products or services over a given period of time (Lau & Lee, 2015).

Loyal customers are typically willing to pay a higher price, and comprehend more when something goes wrong. Approaches to study of customer loyalty fall into three broad categories namely, behavioral approach which examines the customer’s continuity of past purchases, then measures customer loyalty by rate of purchase, frequency of purchase and possibility of purchase. Attitudinal approach which infers customer loyalty from psychological involvement, favoritism and a sense of good will towards a particular product or service and thirdly integrated approach, which takes account of both the two approaches in order to create its own concept of brand loyalty (Lau & Lee, 2016).

One can conclusively say that for brand loyalty to exist consumer’s exhibit particular behavior towards the brand. This behavior reflects some degree of attachment to the brand, repeat purchase, possible attitude towards the brand and some level of commitment towards the brand. According to Lee (2014) and Selnes (2013) customer loyalty is a major strategic objective and focus in marketing. It has been suggested that brand reputation is a major driver of customer loyalty, and hence firms seek to increase the equity of their brands. Quality affects not only customer satisfaction, but also the reputation of the brand. Thus both brand reputation and customer satisfaction are fundamental determinants of customer loyalty. In situations where the intrinsic cues of the product or service are ambiguous brand reputation is the strongest driver of customer loyalty compared with customer satisfaction (Balmer, 2016).

Advancement of the understanding of corporate brand, through the adoption of identity based perspectives of corporate brands is necessary. It aims to outline a normative, diagnostic, model of corporate brand management. There should be useful strategic alignment between the corporate brand and other identity modes in the corporate brand constellation Merlees (2016). Branding principles were applied to corporate rebranding. All six principles were supported, indicating the need for maintaining core values and
cultivating the brand, targeting new segments, getting stakeholder buy in, achieving alignment of brand elements and the importance of promotion in awareness building.

2.2.3 Rebranding

Branding has become a famous topic to both practitioners and researchers in the past few decades. When learning from some failure cases of rebranding like British Airway, retaining loyal customers could be one of the keys to the success of rebranding, as these customers always shows support to the brand. To date, empirical research on the impacts of customers’ characteristics on their acceptance, towards rebranding of their favorite brands is still limited Woon (2014) brand perceptions were measured in terms of brand associations, brand attitude and brand image. There is a negative relationship between customers’ perceived loyalty, towards the initial brand and their attitudes towards the rebranding process of that brand. Brand perceptions are found to be a full mediator between attitudes towards the rebranding and behavioral intentions of customers. Perceived brand image equally moderates the influence of perceived loyalty, towards the initial brand on customers’ perception to the renovated brand.

Tevi (2012) highlights that a new model based on the theory of evolution. Branding refers to the process by which a product or a service associated with a certain brand, is marketed with a new brand identity Migelle (2016) a brand is defined as a name, term, sign, symbol, or design or a combination of them used to identify the goods or services of a seller or group of sellers, and uniquely identifies them from those of its competitors Cunill (2016) a brand name, refers to “the part of the brand that can be verbalized” like Kencell, Econet among others while a brand symbol refers to “the part of the brand that can be visually recognized, such as designs, signs or distinctive colors” (Cunill, 2016).

The name of a firm is a main brand identity element that has an impact on both the brand image and the customer’s perceptions because of its association to psychological links Keller (2015) which makes it form, the essence of the brand Aaker (2013) the brand name is argued as the primary mean and signal by which, the company communicates to its public Muzellec and Lambkin (2016) the brand name represents the link, between what the organization is Balmer (2014) and which is thought of Davies and Chun (2017) according, to Turly and Moore (2015) the weight of the brand name is more important when the product has an intangible nature, like a service since it represents a good source of information about the firm in consumer’s pre-purchase evaluation.
2.3 The Effect of Perceived Quality on Customer Satisfaction

According to Lee (2013) in a corporate branding process, amendments to brand identity will involve a concurrent organizational adaptation likely to generate reactions from internal and external stakeholders. We explore this issue by identifying, describing and explaining the tensions involved in managing the process, where firms have to meet expectations from different stakeholders as in nonprofit organizations.

2.3.1 Perceived Quality Effect on Customer Satisfaction

According to Medway (2014) if places are increasingly regarded as brands, in both the practice of place marketing and its associated theory, then the study of place names arguably overlaps with theories and concepts involving brand naming within the marketing literature. There are diverse literature streams surrounding serious and brand naming, through an exploration of place branding activities. There are co modifying effects of places as brand names, with their associated brand values and imagery, can potentially suppress the alternative place perceptions of users, and in doing so stifle the natural potential for co creation of the place ‘product’ and its related value.

According to Kafferer (2013) one should define the brand platform, economics of brand positioning, implementing the strategy, choosing a name for a strong brand, building brand awareness, brand campaign, brand language and territory of communication, making creative communication work for the brand at all contact points, growth through existing customers growth through innovations, growth through cross selling between brands, growth through internationalization.

Bigger or better brands from reassurance to stimulation of desire, brand and products integration and differentiation, building the brand through coherence, the products build the master brand, specialist brands and generalist brands.

2.3.2 Corporate Image

According to Abdelsalam (2013) corporate image is the overall impression left in the customer’s mind, as a result of accumulated feelings, ideas, attitudes and experiences with the firm, stored in memory, transformed into a positive/negative meaning, retrieved to reconstruct image and recalled when the name of the firm is heard or brought to one’s mind.
According to Rowley and Dawes (2016) the presence, of a loyal customer base provides the firm with valuable time to respond to competitive actions. According to Reich held (2013) creating a loyalty base requires a radical departure from the traditional business thinking. It puts creating customer value rather than maximizing profits and shareholder value, at the centre of business strategy and demands centre of business strategy and demands significant changes in business practice. Chauduri and Holbrook (2013) have showed that brand trust is directly related to both purchase and attitudinal loyalty. Many authors have accented that faithfulness is important in conditions of uncertainty Mooman (2012) Doney (2013) Dwyer (2014) uncertainty ,may be caused by dependence or large choice people tend to prefer popular or familiar brands or partners.

According to Madar (2016) corporate branding has seen extensive activity in recent years with many organizations, treating a name change as a prerequisite to image transformation, but little in the public domain examines the experience of this costly process. The process is complex and infrequent strategic decision making and knowledge management, perspectives offer useful insights into effective management of the process. According to Williams (2014) one should consider traditional business theories and a process while making strategic and organization brand management decisions. When determining the results of brand, it’s paramount that one determines why their brand is stagnant.

2.3.3 Branding as a Marketing Strategy

According to Rooney (2014) branding is an effective marketing strategy tool that has been used with frequent success in the past. Today branding is experiencing a new fame resulting from new, innovative applications. Although there has been an instance where branding has been less than successful, marketers are commencing to find the appropriate applications in a given setting issues and problems concerning branding strategy today include the selection of a brand name. This important issue will impact in the success of a branding strategy. Once a name is selected, marketers have to choose the advertising strategy to support and communicate the name. Finally keeping the brand in a firm position is a critical concern. New areas of branding include corporate, industrial and service branding. These nontraditional branding environments are becoming the future for marketers using branding strategy.

To add to the new branding areas there are new branding techniques. These techniques include brand extensions and ingredient branding. New strategies, techniques and arenas
for branding have to be managed. The firm must support and identify with the strategy. The goals, objective and mission of any organization should be in line with the branding strategy employed. According to Bhimrao (2017) brand building effort has to be aligned with organization processes, that assist deliver the promises to customers through all company departments intermediaries, supplies etc as all these play an important role in the experience customers have with the brand. There is an importance action element in building brands in competitive markets. According to Veronique (2013) marketing managers can use five key influence factors to transfer brand equity, in the case of brand name substitution based on consumers. Knowledge of the brand change, altitude towards brand change perceived. Similarity between the old and new brands, degree of attachment to the initial brand, and recognition of the presence of an umbrella brand. Brand equity dimensions are interrelated such that the transfer of perceived quality and brand image influences loyalty transfer, and brand quality transfer enhances brand image transfer.

The brand name is defined as a Name, symbol, design or mark that enhances the value of a product beyond its functional purpose” Aaker (2016) the brand reflects the complete encounter consumers have with products Keller(2015) it is also viewed as a communication, sight, identity, culture, promise or image. According to Kipkiron (2013) although previous studies have attempted to explain why some customers remain faithful to a product or service provider, or why other switch few studies have interrogated the role of social pressure as well as the moderating role of Corporate image.

The study adds value to the comprehension of the determinants of brand association. More importantly social pressure is a fundamental determinant of customer loyalty. Secondly corporate image plays a moderating role in customer behavior. Thus firm’s eager to engender customer loyalty should invest in corporate image. The results indicate that perceived service value, service quality and social pressure were significant predictors of customer loyalty, while customer satisfaction was not significant. Corporate image was found to moderate the relationship between service value, service quality, social pressure and customer loyalty (Akbar, 2013).

A brand name is an intangible identity of the physical entity, acting as a surrogate for the individual characteristics of products or services, related more to the firm’s reputation than to the lines it sells Selnes (2013) strong brand name is considered as a pillar of both the brand equity formation Keller (2015) and the branding process Davis (2017) Muzellec and
Lambkin (2016) Berry (2015) argues that the organization’s name is confounded with the brand name.

The service brand name is the most fundamental component of the brand and a fundamental source of information to the consumer, because service attributes are hard to communicate through other means Turly and Moore (2015) Muzellec and Lambkin (2016) propose a model of rebranding which includes four factors, change in ownership structure, change in corporate strategy, change in external environment and change in competitive position. Company branding involving brand name change may be motivated by many factors, including mergers and acquisitions Muzellec and Lambkin (2015) Stuart and Muzellec (2014) describe branding as a continuum varying from minor changes to major changes.

2.3.4 Logo Change

According to Van den Bosc (2016) repositioning an organization or modernization may be reasons for transforming corporate visual identity. According to Stuart and Muzellec (2014) there are two reasons for logo change first, the logo is changed when the firm has altered its name, and second to update the logo only in order to update it. The goals of corporate rebranding are divided into two groups, reflecting the new identity of a firm like if a firm has gone through major transformations and even the new identity of a firm is formed or creating a new image. In both cases the rebranding process includes both internalization and externalization, that is, affecting internal employees and the culture, as well as creating an impact on external stakeholders and the images they have of the company (Muzellec and Lambkin, 2016)

Janiszewski and Meyvis (2015) stated that useful stimuli like logos are expected to enhance conceptual fluency, which occurs when exposure to a stimulus creates a meaning based representation of a stimulus that facilitates encoding and processing of the stimulus, when viewed at a later date. Hem and Iversen (2014) found that logo representativeness and design were significant determinants of logo success. Representativeness is somewhat associated with appropriateness. Keller, Heckler and Houston (2015) found that a brand name that indicates or suggests a product benefit like Picture Perfect television, leads to a higher recall of advertised useful claims that are consistent in meaning with the brand name as compared to that of a brand name that’s non suggestive or not indicative of a product benefit. Keller, Heckler and Houston (1998) found that suggestive brand names will lead to lower recall of new, unrelated benefit claims than non-suggestive brand names.
2.3.5 Change of a Slogan

A slogan is a recallable motto or phrase used as a repetitive expression of an idea or use. Slogans vary from the written and the visual to the chanted and the vulgar. Their simple rhetorical nature usually leaves little room for detail, and as such, they serve perhaps more as a social expression of unified purpose, rather than a projection for an intended audience Brierley (2016) advertising slogans are short, frequently memorable phrases used in advertising campaigns. They are claimed to be the most efficient means of drawing attention to one or more aspects of a product. Its use is to emphasize a phrase that the firm wishes to be remembered by, particularly for marketing a particular corporate image or connection to a product or consumer base.

Some slogans are created just for particular campaigns for a limited time, some are intended as corporate slogans, to be used for an extended period, some slogans begin out as for a given campaign, and find themselves changed to the corporate slogans because they take hold with the public, and some are memorable many years after their use is stopped (Brierley, 2015).

2.3.6 Customer Satisfaction

Customer satisfaction is a measure of how products and services supplied, by a firm meet or surpass customer expectation. It is seen as a main performance indicator within business and is part of the four perspectives of a balanced scorecard. Customer satisfaction can be defined as extent to which a product’s perceived performance matches a buyer’s expectations. Customer satisfaction depends on the product’s perceived performance relative to a customer’s expectations. If the product or service performance falls short of expectations, the customer is not satisfied. On the other hand, if performance matches expectation, the customer is satisfied. If performance exceeds expectations, the customer is highly satisfied thus, this is referred to as customer delight (Kotler, 2006).

Customer satisfaction is a very fundamental and valued outcome of a good marketing practice today. According to Drucker (2014) the principle purpose of a business is to create a satisfied customer. At the same time increasing customer satisfaction has been found to lead to higher future profitability Anderson (2015) lower costs, related to defective goods and services Anderson (2015) increased buyer willingness to pay price premiums, provide referrals, and use more of the product Anderson and Mittal (2016) higher levels of customer retention and loyalty Fornell (2013) Anderson and Sullivan (2015) increasing
loyalty, in turn, has been discovered to lead to increases in future revenue Fornell and Lehmann (2014) and at the same time leading to reductions in the cost of future transactions Reichheld (2016) all of this empirical evidence suggests that customers’ satisfaction is crucial and important from the customer goodwill, point of view and at the same time from a firm’s financial perspective.

Customer satisfaction brings many uses. Satisfied customers are less price sensitive, buy extra products, are less inspired by competitors and stay longer Zineldin (2016) although customer satisfaction is fundamental, it is not equally important to the firm. There are many customers whose satisfaction is less significant, such as those a firm cannot serve or who are unprofitable, on the other hand, there are customers whose satisfaction is crucial to a company’s survival, and the aim should always be to satisfy those customers.

2.4 The Impact of Brand Awareness on Customer Satisfaction
A brand is a collection of perceptions, which creates an interaction in the mind of a consumer, the brand value is not the logo or an advertising campaign or goods and services a company offers to customers. This is why it is called the total brand because it is the result of the consumer’s total experience. Good brands are assets to the company, they create wealth for their companies, communities and countries. The value of a brand delivers changes in behavior, securing a future stream of profits for the company and creates business value. Many customers experience the value of a strong brand in their daily consumption of goods and services (Kapferer, 2008).

There are four ways in which a strong brand can create value to customers, a strong brand gives peace of mind to customers because the consumers trust the owner to produce the right goods with the quality they desire, this trust is basis for their own experience with the product and also the stories they have heard about the brand, this helps to give the buyer peace of mind knowing that they are buying what they ask for or want and the owner has to uphold this trust. A strong brand saves time and transforms the consumption experiences, consumers are busy nowadays and so they rely on the product they trust and know better which makes it easy, to decide on what to buy and move on and also helps to tap into the imaginary fantasy of the product thus making it more rewarding. A strong brand helps to express our attitude, value and place in the society as such it is natural for us to seek meaning and significant in our behavior including the goods and services we utilize, a good example is an American expressing the value and importance of an IPhone been made in the United States (Kapferer, 2008).
This is the function of designing and executing marketing activities to measure and manage the brand equity of a company. This can be done in four different ways. By identifying and establishing brand positioning which is to distinguish, all the attributes that makes the brand different from that of competitors and then emphasizing on the particular attributes so that it occurs a distinct and value place in the mind of target consumers. Positioning also covers convincing the customers of the importance of the brand with respect to that of others.

By planning and executing brand marketing campaigns to build a strong brand that consumers are aware of and have a strong favorable and unique association with, this will include, choosing the brand elements, integrating the brand into the marketing activities and exploiting secondary associations such as company, country of origin, channel of distribution and other brands. By measuring and interpreting brand performance through auditing the brand positioning, brand audit is an inclusive assessment of a brand involving activities to evaluate the health of a brand to reveal it sources of equity and suggestion for the improvement of the equity from both the consumer and firms’ point of view. By growing and sustaining brand equity through design and execution of marketing campaign to gain a strong leadership position in the market for the brand. Preserving and increasing on the brand equity can be challenge. (Keller, 2008).

**2.4.1 Brand Awareness Impacts on Customer Satisfaction**

According to Lu (2016) three service quality dimensions are identified and are significantly and positively related to their satisfaction and loyalty behavior. Among the service quality dimensions, personal interaction was the strongest predictor of both grey consumer’s satisfaction and overall loyalty behavior. Personal interaction was identified as the most significant factor for promoting positive word of mouth and brand image for repeat purchase intention. According to Wa (2014) there is a multi-level model consisting of three primary dimensions and ten sub-dimensions to conceptualize and measure perceived service quality. Perceived service quality importantly influences perceived value and corporate image, respectively. In addition, perceived value and corporate image are main determinants of customer satisfaction. Also customer satisfaction and corporate image significantly affect behavioral intentions.

**2.4.2 Customer Retention**
According to Mulithia (2015) customer retention is reflected on three crucial business attributes which include increased revenue, lower customer acquisition costs and increased referrals. Today with increasing customer acquisition costs, businesses are getting innovative and starting to take a proactive role in retaining their consumers. Experts in service recovery and customer retention have documented that when service providers succeed in getting high customer retention, they not only attract more customers but they also increase their customer loyalty which results to high business profitability. Parasuraman (2013) defines service quality as the difference between customer expectation towards service provider’s performance and the evaluation of the customer to the services that they experienced before.

Servqual model is a good example of operating a standardized framework for comprehending service quality. Servqual affords a method for measuring and managing service quality. Servqual model applied for several scholar articles for example Akbaba (2006) studied about hotel service quality. The ten common dimensions which are tangibility, reliability, responsiveness, competence, courtesy, credibility, security, access, communication along with understanding are further narrowed down to tangibility, reliability, assurance, responsiveness and empathy.

2.4.3 Customers’ Trust

As stated by Santos and Fernandes (2014) customers’ trust towards the firm is more based on how the company is operating. As per Dwyer (2013) when the customers and the service providers have trust in each other, it enabled them to work smoothly and avoid after maths such as power conflicts and low profitability. According to Helleir (2016) defined reputation as the perception of quality in the service associated with the brand name. A more positive reputation tends to develop sales and market share Shapiro (2014) and to establish greater customer loyalty Robertson (2013) reputation is a tool which measures the impact of a firm on customer satisfaction (Mc Knight & Chevany, 2017).

Brand awareness is the probability that consumers recognize the existence and availability of a company’s product or services, creating this awareness by a company are one of the key steps to promote the company’s goods and services. Brand awareness consists of both brand recognition and brand recall performance. Brand recognition is the capability of a customer recognizing a brand as one, which he or she has already been exposed. Product promoting via brand awareness is one of the easiest and most effective ways to promote
commodity related products due to the fact that they have relatively fewer differentiations, which makes it more competitive if you have a strong and recognize brand.

Consumers turn to make decision quickly about a product if they know or recognize the brand. The more customers can recognize, retain and remember a firm’s brand the likely fact that they will shop and that firm is greater than shopping elsewhere. This is an advantage against competitors as customers overlook at the price and other quality when the trust and know a brand, it became a part of the customer’s life style to shop where they are used to and have confident in the brand (Keller, 2004).

According to Walsh and Beatty (2015) customer based reputation is defined as the customers’ overall evaluation of a firm based on his or her reactions to the firm’s goods, services, communication, activities, and interactions with the firm or its representatives. According to Khe and Xie (2016) suggested that companies having good reputation can easily build trust and commitment among the customers and their behavioral intentions. Teai and young (2017) described three aspects of reputation such as citizenship, credibility and image.

Brand Personality is one of the measures of evaluating branding. It is a metaphor stemming from the concept of human personality and early introduced in Marketing Ferrand (2005) Pitt (2006) notice that the word “personality” has two different meanings, the first one is about individual’s internal processes, it assists to comprehend why persons act in a certain way and corresponds to “what I say about myself”. The second meaning concerns the way in which a person is perceived by others, “what others say and think about me” Pitt (2006) the personality of a brand is one of many components of the emotional brand side. It is used to build a unique identity to the brand and plays an important role, in the understanding of consumers’ attitudes and choices Kapferer(2013) Aaker (2013) defines brand personality as the set of human characteristics associated with a brand. Brand personality is a way to build a special identity to the brand and plays an important role in the understanding of consumers’ attitudes and choices Kapferer (2013) brand personality, considered as the key source of differentiation even before functional attributes, is thought to be a fundamental issue of brand attitude determination and emotions creation (Ferrandi & Valette Florence, 2013).

Another measure of customer satisfaction in rebranding includes brand attitudes, Schiffman and Kanuk (2015) defines attitude as a learned pre disposition to behave in a consistently
favorable or unfavorable way with respect to a given object. The attitude towards brands might be related to brand attitudes. The name can generate a positive and strong attitude towards the brand. Accordingly, instant non-neutral attitudes will be formed just after a contact with a product name (Zinkhan & Martin, 2017).

2.5 Chapter Summary
In conclusion we can clearly identify that there is great significance in strategically branding corporate as they have a great influence on how customers are satisfied. Managers ought to use their strategic skills in marketing to brand corporates effectively to satisfy customers fully to get high profits, increase market share and remain relevant in the organizations they work. Chapter three will deal with the methodology of research that was adopted in this study including various methods and procedures.
CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction
This study sought to find out the influence of strategic corporate branding on customer satisfaction. This chapter presents the methodology of research that was adopted in this study including various methods and procedures. This include the research design, population and sampling design, data collection methods, research procedures and data analysis techniques. A chapter summary was concluding the chapter.

3.2 Research Design
This study sought to find out the influence of strategic corporate branding on customer satisfaction. According to Cooper and Schindler (2014) research design is a plan that can be understood, structure or strategy of collecting data with the purpose of getting answers to various research questions. The study used a descriptive research design. According to Mugenda and Mugenda (2003) descriptive research design is a systematic, empirical questioning into which the researcher has an indirect control of independent variable as their manifestation has already taken place or because the inherently is stable.

The research design is chosen because of its ability to create a profile about an occurrence. Descriptive research design is interested in finding out about how, who, when and where of an occurrence so as to build a profile Mugenda and Mugenda (2003) this study adopts the descriptive approach, which is appropriate for collecting information in depth and not in terms of broadness. According to Malhotra and Birks (2017) a survey is a method of collecting data from respondents about who they are, how they reason (encouragements and beliefs) and what they do (behavior).

3.3 Population and Sampling Design
3.3.1 Population
Saunders (2016) defined a target population as the full set of cases from which the sample is taken and which the researcher aspires to make results general. Mugenda and Mugenda (2003) defines population as the entire group of individuals, events or objects having an identical observable characteristic. The target population consists of all the four mobile service providers in Kenya. The study targets customers of the four mobile companies within Nairobi County because they are the ones who experience the dynamics in services delivered by the companies following the branding processes. Safaricom, Airtel, Orange and Yu in the central business district outlet.
3.3.2 Sampling Design

Sampling design is the method used to identify a sample from a particular population and as such it is the protocol that a researcher uses while selecting items for the study, sample Cooper and Schindler (2014) the sampling design consists of the sampling frame, sampling technique and sample size. The study used stratified random sampling method. This is because it has defined groups that are mutually exclusive.

3.3.2.1 Sampling Frame

Saunders (2016) define sampling frame as the complete list of people or entities in the population, from which a probability sample is derived and to which study findings are to be made general. This study concentrates on the sample of 250 respondents in Nairobi divided proportionately across the four mobile service providers.

3.3.2.2 Sampling Technique

Sampling techniques provides a manner in which a researcher scientifically picks the elements to be studied. It is a process of picking representative elements from the whole population in order to make the results general. Saunders (2016) this study used stratified random sampling technique. Sampling techniques can be probability sampling or non-probability sampling Creswell (2014) before sampling, the population was split into four strata according to the existing mobile providers within Nairobi and then random sampling which is probability sampling was used where every individual of the population has a known, non-zero probability of selection was used within each category.

3.3.2.3 Sample Size

The sample size is a subset of the population or the number of things to be picked from the population to constitute a sample Creswell (2014) the study, chooses 250 customers from the mobile service providers. Selection of respondents was done by going to various customer care centers of the four operators within Nairobi. Yamane’s formula of 2001 was used to determine the sample size from population within each stratum. In the sampling of all companies, a standard error of 95% was considered in this sampling calculation. On a
population of 25,250 sales customers, a sample of 250 respondents was attained. It provides a 95 percent level of confidence and a maximum variability \( p = .06 \).

\[
\begin{align*}
n &= \frac{N}{1+N(e)^2} \\
1+&N(e)^2
\end{align*}
\]

Where \( n \) is the sample size, \( N \) is the population size and \( e \) is the level of precision

\[
\begin{align*}
n &= \frac{25250}{1+25250(0.06x0.06)} \\
&= 250 \text{ respondents}
\end{align*}
\]

<table>
<thead>
<tr>
<th>Companies</th>
<th>Sample Size</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yu</td>
<td>10</td>
<td>4</td>
</tr>
<tr>
<td>Airtel</td>
<td>75</td>
<td>30</td>
</tr>
<tr>
<td>Orange</td>
<td>70</td>
<td>28</td>
</tr>
<tr>
<td>Safaricom</td>
<td>95</td>
<td>38</td>
</tr>
<tr>
<td><strong>Total</strong></td>
<td><strong>250</strong></td>
<td><strong>100</strong></td>
</tr>
</tbody>
</table>

3.4 Data Collection Methods

Christensen, Johnson and Turner (2014) stated that questionnaires are the most commonly used method of data collection because they make a researcher to save time, as it is possible to gather a large amount of information in case of a huge population. Primary data was picked using a questionnaire. The questionnaire entailed both open and closed ended questions. The close-ended questions provided more structured responses to enable tangible recommendations. The open-ended questions provided extra information that was not to be gathered in the close-ended questions. This was done in regards to improving its validity and accuracy of data to be collected for the study. The researcher administered the questionnaires to customers of the four mobile service providers going to the various
customer care shops. The questionnaires were administered in person to give a distinctive response rate.

3.5 Research Procedures
A pilot test involving five respondents was conducted to measure the completeness, precision, accuracy and clarity of the questionnaires to ensure its reliability. According to Cooper and Schindler (2008) the extent to which results are consistent, over time and an accurate representation of the total population under study is referred to as reliability and if the results of a study can be reproduced under a similar methodology, then the research instrument is considered to be reliable. The procedure that was used guarantee the degrees that the results obtained are repeatable and this stability is a clear indication of a high degree of reliability.

According to Cooper and Schindler (2008) validity was determining whether the research truly measures that which it is intended to measure or how truthful the research results are. In other words, does the research instrument allow you to hit "the bull’s eye" of your research object? Therefore, the researcher ensured that the amount of respondents is efficient so as to minimize errors. Based on the pre-test, any amendments were done on the questionnaires before administering the final questionnaires. An introductory letter approved by the research office at the university was presented, to human resource office and academic affairs office at the university to facilitate the data collection and upon approval, the questionnaires were administered to the staff, faculty and students at the university. Important to note is that ethical issues of confidentiality and privacy, was emphasized on the introductory letter guaranteeing the organization and the respondents that this research is purely academic.

3.6 Data Analysis Methods
Data analysis is the process of analyzing, cleaning, transforming and modelling data collected in a research. Data analysis methods to be used in the study included both qualitative and quantitative techniques. Qualitative technique refers to any kind of research that produces findings not arrived at by means of statistical procedures, or other means of quantification while quantitative research seeks insight through a less structured and more flexible, approach Hoepfl (2015) the collected data for this research was edited and analyzed using Statistical Package for Social Sciences (SPSS) software using descriptive statistics. Descriptive analysis involves a process of transforming raw data, to enable full interpretation of the data according to Cooper and Schindler (2008) in this study,
descriptive statistics such as mean, frequencies and percentages was applied and inferential statistics such as regression and correlation was used in this research. The results and findings was then presented in the form of tables and figures. Regression analysis shown below, has also been used to analyses the data collected in order to know how the dependent variable interacts with the independent variables.

\[ Y = \alpha + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 \]

The analyzed data was presented in tables or charts for better interpretation.

**3.7 Chapter Summary**

This chapter wraps up the purpose of the study, target population, sampling design, data collection methods, research procedures, data analysis methods that will be used in this study and an analysis of the research tool that is used. The research design is descriptive in nature and data for this research was collected using questionnaires and analyzed using Statistical Package for Social Sciences (SPSS). Chapter four presents the data analysis and interpretations.
CHAPTER FOUR

4.0 RESULTS AND FINDINGS

4.1 Introduction
The chapter provides the findings and results on the influence of strategic corporate branding on customer satisfaction, a case of mobile service providers. The chapter was divided into different sections starting with section 4.2 that provides general information about the population of study, 4.3 provides descriptive statistics of the main objectives of the study, section 4.3 shows the test results, section 4.4 provides confirmatory measurement model, section 4.4 has the predictive relevance of the model and the final section 4.5 has the summary of the whole chapter.

4.2 Response Rate
Table 4.1 indicates the response rate. Out of 250 questionnaires hand delivered to the respective respondents, 160 were returned bringing the response rate to 64%. This rate was above the expected response rate of 50-75% and thus was sufficient to perform data analysis.

<table>
<thead>
<tr>
<th>Category</th>
<th>Frequency</th>
<th>Percentage</th>
</tr>
</thead>
<tbody>
<tr>
<td>Responded</td>
<td>160</td>
<td>64</td>
</tr>
<tr>
<td>Not Responded</td>
<td>90</td>
<td>36</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

4.3 Demographic Characteristics

4.3.1 Gender of the Respondents
Respondents were asked to indicate their gender and the response was represented in Figure 4.1 below. 55% of the respondents who constituted the majority were male and 45% were female. This indicates that more male took part in the study than the females.

Figure 4.1 Gender of Respondents

4.3.2 Level of Education of Respondents
The respondents were asked to indicate their education level and the findings presented in figure 4.2. 44% of the respondents had high school certificates, 34% had bachelor degrees, 4% had master’s degrees, 6% had professional degrees and 12% had diplomas.
Figure 4.2 Level of Education of Respondents

4.3.3 Occupation of Respondents

The respondents were asked to indicate their occupation. The results were presented in figure 4.3. Majority of the respondents (38%) indicated that they were self-employed, 20% were civil and public servants, 14% were dependent, 27% were private sector employees and 2% were retired.

Figure 4.3 Occupation of Respondents

4.4. Descriptive Statistics of Variables

4.4.1 Brand Association

The study sought to find out the respondents opinion in reference to the variable brand association on customer satisfaction, the findings are as shown in table 4.2. The findings indicate that 63% agreed that mobile service providers are a credible brand, 56% agreed that mobile service providers are highly reliable, 60% agreed that they are particularly in favor of mobile service providers, 57% agreed that mobile service providers are totally in line with the customers' needs and 66% agreed that they feel proud being a customer of mobile service providers.

Table 4.2 Brand Association

<table>
<thead>
<tr>
<th>Brand Awareness</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile service providers are a credible brand</td>
<td>18</td>
<td>45</td>
<td>31</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>Mobile service providers are highly reliable</td>
<td>14</td>
<td>42</td>
<td>35</td>
<td>8</td>
<td>1</td>
</tr>
<tr>
<td>Am particularly in favor mobile service providers.</td>
<td>14</td>
<td>46</td>
<td>32</td>
<td>7</td>
<td>1</td>
</tr>
<tr>
<td>Mobile service providers are totally in line with the customers' needs</td>
<td>23</td>
<td>34</td>
<td>35</td>
<td>6</td>
<td>1</td>
</tr>
<tr>
<td>I feel proud being a customer of mobile service providers.</td>
<td>20</td>
<td>46</td>
<td>28</td>
<td>5</td>
<td>1</td>
</tr>
</tbody>
</table>

KEY: SA-Strongly Agree, A-Agree, N-Neutral, D- Disagree, SD-Strongly disagree
4.4.2 Perceived Quality

The study sought to find out the respondents' opinion in reference to the variable perceived value on consumer behavior, the findings are as presented in table 4.3. From the findings, 70% agreed the logo is beautiful and attractive, 72% agreed that the logo emphasizes the name of Mobile service providers, 70% agreed that the colors represent what mobile service providers stand for, 66% agreed that mobile service providers offer excellent services, 63% agreed that mobile service providers have better services than its competitors, 44% agreed that mobile service providers offer best products in the telecommunication Sector, 51% said mobile service providers have a personality that uniquely identifies itself from competitors, 47% agreed that mobile service providers are customer focused, 46% agreed that accessing information through the internet is faster. 55% agreed that mobile service providers use modern technology in their operations, 54% agreed that mobile service provider’s branches are accessible to them and 49% agreed that all branches they visited provide the same level of service and products.
## Table 4.3 Perceived Quality

<table>
<thead>
<tr>
<th>Perceived Quality</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>The Logo is beautiful and attractive</td>
<td>25</td>
<td>45</td>
<td>27</td>
<td>3</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>The Logo emphasizes the name Mobile service providers.</td>
<td>21</td>
<td>51</td>
<td>21</td>
<td>7</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>The color represents what Mobile service provider’s stands for.</td>
<td>29</td>
<td>41</td>
<td>24</td>
<td>7</td>
<td>0</td>
<td>2</td>
</tr>
<tr>
<td>Mobile service providers offer excellent services</td>
<td>10</td>
<td>56</td>
<td>20</td>
<td>12</td>
<td>1</td>
<td>4</td>
</tr>
<tr>
<td>Mobile service providers offer better services than its competitors</td>
<td>18</td>
<td>45</td>
<td>27</td>
<td>8</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>Mobile service providers offer the best products in the telecommunication Sector.</td>
<td>3</td>
<td>41</td>
<td>32</td>
<td>23</td>
<td>1</td>
<td>12</td>
</tr>
<tr>
<td>Mobile service providers have a personality that distinguishes itself from competitors</td>
<td>14</td>
<td>37</td>
<td>34</td>
<td>14</td>
<td>1</td>
<td>8</td>
</tr>
<tr>
<td>Mobile service providers are customer focused</td>
<td>11</td>
<td>36</td>
<td>41</td>
<td>11</td>
<td>1</td>
<td>10</td>
</tr>
<tr>
<td>Accessing information through the internet is faster</td>
<td>11</td>
<td>35</td>
<td>30</td>
<td>23</td>
<td>1</td>
<td>11</td>
</tr>
<tr>
<td>Mobile service providers use modern technology in their operations</td>
<td>15</td>
<td>40</td>
<td>27</td>
<td>18</td>
<td>1</td>
<td>6</td>
</tr>
<tr>
<td>The mobile service providers branches are accessible to me</td>
<td>14</td>
<td>40</td>
<td>27</td>
<td>12</td>
<td>7</td>
<td>7</td>
</tr>
<tr>
<td>All branches I visited provide the same level of services and products</td>
<td>13</td>
<td>36</td>
<td>36</td>
<td>14</td>
<td>1</td>
<td>9</td>
</tr>
</tbody>
</table>

KEY: SA-Strongly Agree, A-Agree, NT-Neutral, D- Disagree, SD-Strongly disagree

### 4.4.3 Brand Awareness

The study sought to find out the respondent’s opinion in reference to the variable brand awareness on customer satisfaction. The findings are as indicated in table 4.4 69% of the respondents agreed that mobile service providers are well known to them, 69% agreed that they quickly recognize mobile service providers among other competing brands, 62%
agreed that they quickly recall the symbol or logo of mobile service providers, 55% agreed that some characteristics of mobile service providers come to their mind quickly, 68% agreed that they are familiar with the mobile service providers 47% agreed that they see the advertisements for the brand often, 47% agreed that frequently they get information about mobile service providers on TV, Radio, 47% agreed that mobile service providers are a sponsor of public welfare activities, 58% agreed that mobile service providers frequently delivers what they promised to customers and 64% agreed that they would recommend a friend to join mobile service providers.
Table 4.4 Brand Awareness

<table>
<thead>
<tr>
<th>Brand awareness</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
<th>Rank</th>
</tr>
</thead>
<tbody>
<tr>
<td>Mobile service providers are well known to me.</td>
<td>14</td>
<td>55</td>
<td>30</td>
<td>2</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>I can quickly identify mobile service providers among other competing brands.</td>
<td>10</td>
<td>59</td>
<td>27</td>
<td>4</td>
<td>0</td>
<td>1</td>
</tr>
<tr>
<td>I can quickly recall the symbol or logo of mobile service providers.</td>
<td>15</td>
<td>47</td>
<td>29</td>
<td>9</td>
<td>0</td>
<td>5</td>
</tr>
<tr>
<td>Some characteristics of mobile service providers come to my mind quickly.</td>
<td>12</td>
<td>43</td>
<td>35</td>
<td>8</td>
<td>1</td>
<td>7</td>
</tr>
<tr>
<td>I am familiar with mobile service providers.</td>
<td>18</td>
<td>50</td>
<td>24</td>
<td>8</td>
<td>0</td>
<td>3</td>
</tr>
<tr>
<td>I often see the advertisements for the brand.</td>
<td>14</td>
<td>32</td>
<td>29</td>
<td>18</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>One frequently gets information about mobile service providers on TV, Radio.</td>
<td>8</td>
<td>39</td>
<td>23</td>
<td>21</td>
<td>9</td>
<td>8</td>
</tr>
<tr>
<td>Mobile service provider are a sponsor of public welfare activities.</td>
<td>9</td>
<td>38</td>
<td>29</td>
<td>16</td>
<td>8</td>
<td>8</td>
</tr>
<tr>
<td>Mobile service providers frequently deliver what they promised to customers.</td>
<td>14</td>
<td>44</td>
<td>29</td>
<td>11</td>
<td>3</td>
<td>6</td>
</tr>
<tr>
<td>I would recommend a friend to join mobile service providers.</td>
<td>14</td>
<td>50</td>
<td>27</td>
<td>9</td>
<td>0</td>
<td>4</td>
</tr>
</tbody>
</table>

KEY: SA-Strongly Agree, A-Agree, N-Neutral, D- Disagree, SD-Strongly disagree

4.4.4 Consumer Satisfaction

The study sought to find out the respondent’s opinion on consumer behavior using social media platforms, the findings are as shown in table 4.6. The findings indicate that 58% agreed that they are likely to say positive things about mobile service providers to other people, 69% agreed that they are likely to recommend mobile service providers to someone who seeks my advice, 64% indicated that they are likely to encourage friends and others to do business with mobile service providers, 64% agreed that they are likely to consider mobile service providers as my first choice for future banking transactions, 67% agreed
that they are likely to do more business with the mobile service providers in the coming months, 68% agreed that they are very loyal to mobile service providers, 64% agreed that mobile service providers play an important role in their life.

**Table 4.5 Consumer Satisfaction**

<table>
<thead>
<tr>
<th>Customer satisfaction</th>
<th>SA (%)</th>
<th>A (%)</th>
<th>N (%)</th>
<th>D (%)</th>
<th>SD (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>I am likely to say positive things about Mobile service providers to other people</td>
<td>16</td>
<td>42</td>
<td>39</td>
<td>3</td>
<td>0</td>
</tr>
<tr>
<td>I am likely to recommend Mobile service providers to someone who seeks my advice</td>
<td>14</td>
<td>55</td>
<td>24</td>
<td>6</td>
<td>0</td>
</tr>
<tr>
<td>I am likely to encourage friends and others to do business with mobile service providers.</td>
<td>22</td>
<td>42</td>
<td>28</td>
<td>8</td>
<td>0</td>
</tr>
<tr>
<td>I am likely to consider Mobile service providers as my first choice for future telecommunication transactions.</td>
<td>16</td>
<td>48</td>
<td>25</td>
<td>10</td>
<td>1</td>
</tr>
<tr>
<td>I am likely to do more business with the Mobile service providers in the coming month.</td>
<td>20</td>
<td>47</td>
<td>29</td>
<td>3</td>
<td>1</td>
</tr>
<tr>
<td>I am very loyal to Mobile service providers.</td>
<td>16</td>
<td>52</td>
<td>26</td>
<td>5</td>
<td>1</td>
</tr>
<tr>
<td>Mobile service providers play an important role in my life</td>
<td>17</td>
<td>47</td>
<td>29</td>
<td>3</td>
<td>3</td>
</tr>
</tbody>
</table>

KEY: SA-Strongly Agree, A-Agree, N-Neutral, D- Disagree, SD-Strongly disagree

**4.4 Modeling**

**4.4.1 Normality Test**

The normality of data distribution was assessed by examining its skewness and kurtosis (Kline, 2005). A variable with an absolute skew-index value greater than 3.0 is extremely skewed while a kurtosis index greater than 8.0 is an extreme kurtosis Kline(2005) Cunningham (2008) stated that an index smaller than an absolute value of 2.0 for skewness and an absolute value of 7.0 is the least violation of the assumption of normality. The results of the normality test of the study variables indicated skewness and kurtosis in the range of -7 and +2 as shown in table 4.6. This implies that the assumption of normality was satisfied.
Table 4.6 Assessment of Normality

<table>
<thead>
<tr>
<th>Item</th>
<th>Statistics</th>
<th>Skewness</th>
<th>Kurtosis</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>N</td>
<td>Statistic</td>
<td>Std. Error</td>
</tr>
<tr>
<td>BA1</td>
<td>135</td>
<td>.077</td>
<td>.195</td>
</tr>
<tr>
<td>BA2</td>
<td>135</td>
<td>.386</td>
<td>.195</td>
</tr>
<tr>
<td>BA3</td>
<td>135</td>
<td>.287</td>
<td>.195</td>
</tr>
<tr>
<td>BA4</td>
<td>135</td>
<td>.343</td>
<td>.195</td>
</tr>
<tr>
<td>BA5</td>
<td>135</td>
<td>.428</td>
<td>.195</td>
</tr>
<tr>
<td>BA6</td>
<td>135</td>
<td>.271</td>
<td>.195</td>
</tr>
<tr>
<td>BA7</td>
<td>135</td>
<td>.353</td>
<td>.195</td>
</tr>
<tr>
<td>BA8</td>
<td>135</td>
<td>.443</td>
<td>.195</td>
</tr>
<tr>
<td>BA9</td>
<td>135</td>
<td>.522</td>
<td>.195</td>
</tr>
<tr>
<td>BA10</td>
<td>135</td>
<td>.350</td>
<td>.195</td>
</tr>
<tr>
<td>BS1</td>
<td>135</td>
<td>.193</td>
<td>.195</td>
</tr>
<tr>
<td>BS2</td>
<td>135</td>
<td>.221</td>
<td>.195</td>
</tr>
<tr>
<td>BS3</td>
<td>135</td>
<td>.328</td>
<td>.195</td>
</tr>
<tr>
<td>BS4</td>
<td>135</td>
<td>.258</td>
<td>.195</td>
</tr>
<tr>
<td>BS5</td>
<td>135</td>
<td>.402</td>
<td>.195</td>
</tr>
<tr>
<td>PQ1</td>
<td>135</td>
<td>.217</td>
<td>.195</td>
</tr>
<tr>
<td>PQ2</td>
<td>135</td>
<td>.493</td>
<td>.195</td>
</tr>
<tr>
<td>PQ3</td>
<td>135</td>
<td>.406</td>
<td>.195</td>
</tr>
<tr>
<td>PQ4</td>
<td>135</td>
<td>.689</td>
<td>.195</td>
</tr>
<tr>
<td>PQ5</td>
<td>135</td>
<td>-.078</td>
<td>.195</td>
</tr>
<tr>
<td>PQ6</td>
<td>135</td>
<td>.296</td>
<td>.195</td>
</tr>
<tr>
<td>PQ7</td>
<td>135</td>
<td>.132</td>
<td>.195</td>
</tr>
<tr>
<td>PQ8</td>
<td>135</td>
<td>-.010</td>
<td>.195</td>
</tr>
<tr>
<td>PQ9</td>
<td>135</td>
<td>.024</td>
<td>.195</td>
</tr>
<tr>
<td>PQ10</td>
<td>135</td>
<td>.212</td>
<td>.195</td>
</tr>
<tr>
<td>PQ11</td>
<td>135</td>
<td>.581</td>
<td>.195</td>
</tr>
<tr>
<td>PQ12</td>
<td>135</td>
<td>.157</td>
<td>.195</td>
</tr>
<tr>
<td>CS1</td>
<td>135</td>
<td>-.163</td>
<td>.195</td>
</tr>
<tr>
<td>CS2</td>
<td>135</td>
<td>.440</td>
<td>.195</td>
</tr>
<tr>
<td>CS3</td>
<td>135</td>
<td>.270</td>
<td>.195</td>
</tr>
<tr>
<td>CS4</td>
<td>135</td>
<td>.566</td>
<td>.195</td>
</tr>
<tr>
<td>CS5</td>
<td>135</td>
<td>.366</td>
<td>.195</td>
</tr>
<tr>
<td>CS6</td>
<td>135</td>
<td>.512</td>
<td>.195</td>
</tr>
<tr>
<td>CS7</td>
<td>135</td>
<td>.796</td>
<td>.195</td>
</tr>
</tbody>
</table>

4.4.2 Confirmatory Measurement Model
The first phase involved confirmatory factor analysis (CFA) that evaluates the measurement model on multiple criteria such as internal reliability, convergent, and discriminant validity. Prior to this was the exploratory factor analysis (EFA) whose key steps included the computation of factor loading matrix, communalities and principal components analysis (PCA).

4.4.3 Exploratory Factor Analysis
Exploratory factor analysis was used to refine the constructs. The data was first run for tests to assess its factorability using these indicators (Kaiser Meyer-Olkin Measure of Sampling Adequacy, Bartlett's Test of Sphericity and communalities). KMO Measures of Sampling Adequacy of manifest variables was above the threshold of 0.6 Kaiser(1974) and
p-values for Bartlett's test of Sphericity was significant (below 0.05) as indicated in table 4.7

Table 4.7 KMO and Bartlett's Test

<table>
<thead>
<tr>
<th>KMO and Bartlett's Test</th>
<th>Value</th>
</tr>
</thead>
<tbody>
<tr>
<td>Kaiser-Meyer-Olkin Measure of Sampling</td>
<td>Adequacy</td>
</tr>
<tr>
<td></td>
<td>Approx. Chi-Square</td>
</tr>
<tr>
<td>Bartlett's Test of Sphericity</td>
<td>Df</td>
</tr>
<tr>
<td></td>
<td>Sig.</td>
</tr>
</tbody>
</table>

4.4.4 Total Variance Explained

Based on these Kaiser's criterion, four factors, out of a total sixteen factors, were imputed. Amongst themselves, they were able to explain 62.516% of the total variance in the data. Table 4.8 indicated that the four factors in the initial solution have Eigen values greater than 1.1, with the threshold being eigen value greater or equal to 1.0 (Hair, Black & Babin, 2010).
### Table 4.8 Total Variance Explained

<table>
<thead>
<tr>
<th>Component</th>
<th>Total Initial Eigenvalues</th>
<th>Cumulative %</th>
<th>Total Loadings % of Variance</th>
<th>Cumulative %</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>•</td>
<td>5.69 0</td>
<td>35.561</td>
<td>35.561</td>
<td>35.561</td>
<td>5.69 0</td>
</tr>
<tr>
<td>•</td>
<td>1.78 2</td>
<td>11.135</td>
<td>46.696</td>
<td>11.135</td>
<td>1.78 2</td>
</tr>
<tr>
<td>•</td>
<td>1.37 6</td>
<td>55.298</td>
<td>8.602</td>
<td>55.298</td>
<td>0.17 6</td>
</tr>
<tr>
<td>•</td>
<td>1.15 5</td>
<td>7.218</td>
<td>62.516</td>
<td>62.516</td>
<td>0.15 5</td>
</tr>
<tr>
<td>•</td>
<td>.826 5</td>
<td>5.163</td>
<td>8.778</td>
<td>8.778</td>
<td>0.15 5</td>
</tr>
<tr>
<td>•</td>
<td>.737 4</td>
<td>4.608</td>
<td>13.386</td>
<td>13.386</td>
<td>0.15 4</td>
</tr>
<tr>
<td>•</td>
<td>.676 4</td>
<td>4.227</td>
<td>17.614</td>
<td>17.614</td>
<td>0.15 4</td>
</tr>
<tr>
<td>•</td>
<td>.617 3</td>
<td>3.854</td>
<td>21.468</td>
<td>21.468</td>
<td>0.15 3</td>
</tr>
<tr>
<td>•</td>
<td>.586 3</td>
<td>3.660</td>
<td>25.128</td>
<td>25.128</td>
<td>0.15 3</td>
</tr>
<tr>
<td>•</td>
<td>.557 3</td>
<td>3.483</td>
<td>28.611</td>
<td>28.611</td>
<td>0.15 3</td>
</tr>
<tr>
<td>•</td>
<td>.478 2</td>
<td>2.986</td>
<td>31.597</td>
<td>31.597</td>
<td>0.15 2</td>
</tr>
<tr>
<td>•</td>
<td>.396 2</td>
<td>2.477</td>
<td>33.074</td>
<td>33.074</td>
<td>0.15 2</td>
</tr>
<tr>
<td>•</td>
<td>.352 2</td>
<td>2.199</td>
<td>35.273</td>
<td>35.273</td>
<td>0.15 2</td>
</tr>
<tr>
<td>•</td>
<td>.298 1</td>
<td>1.862</td>
<td>37.135</td>
<td>37.135</td>
<td>0.15 1</td>
</tr>
<tr>
<td>•</td>
<td>.276 1</td>
<td>1.727</td>
<td>38.862</td>
<td>38.862</td>
<td>0.15 1</td>
</tr>
<tr>
<td>•</td>
<td>.198 1</td>
<td>1.238</td>
<td>40.100</td>
<td>40.100</td>
<td>0.15 1</td>
</tr>
</tbody>
</table>

Extraction Method: Principal Component Analysis.

When components are correlated, sums of squared loadings cannot be added to obtain a total variance.

#### 4.4.5 Pattern Matrix

Communality values measured the variability of each observed variable that could be explained by the extracted factors were checked Field (2009) a low value for communality,
for instance, less than 0.3, could indicate that the variable does not fit well with other variables in its component, and it is undesirable Pallant (2010) communalities were above 0.5 signifying satisfactory factorability for all items as indicated in table 4.9. A simplified factor loading matrix or a pattern matrix, shown in table 4.9, is a matrix containing the coefficients or "loadings" used to express the item in terms of the factors, that is, interpretation of factors Rummel (1970) in this study, the pattern matrix coefficients ranged from 0.544 to 0.866 thus showing variables are almost perfectly related to a factor pattern.

Table 4.9 Pattern Matrix and Communality

<table>
<thead>
<tr>
<th>Component</th>
<th>Item</th>
<th>Brand Awareness</th>
<th>Perceived quality</th>
<th>Brand Association</th>
<th>Customer satisfaction</th>
<th>Communalities</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>BA4</td>
<td>.594</td>
<td></td>
<td></td>
<td></td>
<td>.563</td>
</tr>
<tr>
<td></td>
<td>BA6</td>
<td>.813</td>
<td></td>
<td></td>
<td></td>
<td>.712</td>
</tr>
<tr>
<td></td>
<td>BA7</td>
<td>.758</td>
<td></td>
<td></td>
<td></td>
<td>.652</td>
</tr>
<tr>
<td></td>
<td>BAS</td>
<td>.866</td>
<td></td>
<td></td>
<td></td>
<td>.662</td>
</tr>
<tr>
<td></td>
<td>BA9</td>
<td>.599</td>
<td></td>
<td></td>
<td></td>
<td>.546</td>
</tr>
<tr>
<td></td>
<td>BS2</td>
<td></td>
<td>.736</td>
<td></td>
<td></td>
<td>.528</td>
</tr>
<tr>
<td></td>
<td>BS3</td>
<td></td>
<td>.805</td>
<td></td>
<td></td>
<td>.695</td>
</tr>
<tr>
<td></td>
<td>BS4</td>
<td></td>
<td>.760</td>
<td></td>
<td></td>
<td>.709</td>
</tr>
<tr>
<td></td>
<td>BSS</td>
<td></td>
<td></td>
<td>.544</td>
<td></td>
<td>.505</td>
</tr>
<tr>
<td></td>
<td>CS I</td>
<td></td>
<td></td>
<td></td>
<td>.831</td>
<td>.694</td>
</tr>
<tr>
<td></td>
<td>CS2</td>
<td></td>
<td></td>
<td></td>
<td>.633</td>
<td>.520</td>
</tr>
<tr>
<td></td>
<td>CS3</td>
<td></td>
<td></td>
<td></td>
<td>.628</td>
<td>.550</td>
</tr>
<tr>
<td></td>
<td>PQ5</td>
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<td></td>
<td>.753</td>
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<td>.711</td>
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<tr>
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<td>PQ6</td>
<td></td>
<td></td>
<td>.805</td>
<td></td>
<td>.758</td>
</tr>
<tr>
<td></td>
<td>PQ7</td>
<td></td>
<td></td>
<td>.589</td>
<td></td>
<td>.643</td>
</tr>
<tr>
<td></td>
<td>PQ11</td>
<td></td>
<td></td>
<td>.852</td>
<td></td>
<td>.671</td>
</tr>
</tbody>
</table>


a. Rotation converged in 6 iterations.
4.4.6 Confirmatory Factor Analysis

Confirmatory factor analysis (CFA) was then performed using SPSS software to assess the reliability and validity of the measures before using them in the research model (Anderson & Gerbing, 1988).

Figure 4.5. Confirmatory Factor Analysis for Study Variables

The CFA fit statistics of the overall measurement model for study variables was then extracted as shown in Table 4.10. The CFA model fit the data adequately since the fit indices were within an acceptable range (Gold, 2001).
Table 4.10 Measurement Model Fits

<table>
<thead>
<tr>
<th>Measure</th>
<th>Estimate</th>
<th>Threshold</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMIN</td>
<td>204.533</td>
<td>_ _</td>
<td>_ _</td>
</tr>
<tr>
<td>DF</td>
<td>98</td>
<td>_ _</td>
<td>_ _</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>2.087</td>
<td>Between I and 3</td>
<td>Excellent</td>
</tr>
<tr>
<td>CFI</td>
<td>0.899</td>
<td>&gt; 0.95</td>
<td>Acceptable</td>
</tr>
<tr>
<td>SRMR</td>
<td>0.071</td>
<td>&lt; 0.08</td>
<td>Excellent</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.081</td>
<td>&lt; 0.06</td>
<td>Acceptable</td>
</tr>
<tr>
<td>PCLOSE</td>
<td>0.038</td>
<td>&gt; 0.05</td>
<td>Acceptable</td>
</tr>
</tbody>
</table>

4.4.7 Construct Reliability

Construct reliability was assessed by computing the composite reliability and the Cronbach's alpha of the constructs. The Cronbach alphas were all above the 0.6 threshold as specified for PLS analysis Hair (2006) composite reliability, of reflective items was all above the acceptable 0.7 threshold which means all the variables in the study exhibited construct reliability as indicated in table 4.11.

Table 4.11 Reliability of Constructs

<table>
<thead>
<tr>
<th>Constructs</th>
<th>Number of items</th>
<th>Composite &gt; 0.7</th>
<th>Composite Reliability</th>
<th>Cronbach's Alpha &gt; 0.6</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Association</td>
<td>5</td>
<td>0.741</td>
<td></td>
<td>0.811</td>
</tr>
<tr>
<td>Brand Awareness</td>
<td>4</td>
<td>0.817</td>
<td></td>
<td>0.809</td>
</tr>
<tr>
<td>Perceived quality</td>
<td>4</td>
<td>0.823</td>
<td></td>
<td>0.737</td>
</tr>
<tr>
<td>Customer satisfaction</td>
<td>3</td>
<td>0.707</td>
<td></td>
<td>0.742</td>
</tr>
</tbody>
</table>

4.4.8 Convergent Validity

Convergent validity was assessed using average variance extracted (AVE). Table 4.12 indicates that AVE of all constructs were above the 0.5 threshold indicating that the latent constructs account for at least fifty percent of the variance in the items. This indicates that the measurement scales exhibited adequate measurement validity (Hair, 2006).

4.4.9 Discriminant Validity

In correlation matrix table 4.12, the diagonal elements in bold are the square root of the average variance extracted (AVE) of all the latent constructs. The discriminant validity is
assumed if the diagonal elements are higher than other off diagonal elements in their rows and columns. Cornpeau, Higgins, and Huff (1999) discriminant validity was confirmed fit and the measurement model.

Table 4.12 Correlation Matrix

<table>
<thead>
<tr>
<th></th>
<th>AVE</th>
<th>Brand Association</th>
<th>Brand Awareness</th>
<th>Perceived Quality</th>
<th>Customer Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Brand Association</td>
<td>0.520</td>
<td>0.721</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Brand Awareness</td>
<td>0.531</td>
<td>0.514</td>
<td>0.729</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Perceived Quality</td>
<td>0.541</td>
<td>0.547</td>
<td>0.582</td>
<td>0.735</td>
<td></td>
</tr>
<tr>
<td>Customer Satisfaction</td>
<td>0.513</td>
<td>0.686</td>
<td>0.473</td>
<td>0.630</td>
<td>0.716</td>
</tr>
</tbody>
</table>

![Figure 4.6: Structural Model for Study Variables]

The structural model fit statistics of the overall structural model for study variables was then extracted as shown in table 4.13. The structural model fit the data adequately since the fit indices were within an acceptable range (Gold et al., 2001).
Table 4.13 Model Fits for Structural Model

<table>
<thead>
<tr>
<th>Measure</th>
<th>Estimate</th>
<th>Threshold</th>
<th>Interpretation</th>
</tr>
</thead>
<tbody>
<tr>
<td>CMIN</td>
<td>288.821</td>
<td>_ _</td>
<td>_ _</td>
</tr>
<tr>
<td>DF</td>
<td>101</td>
<td>_ _</td>
<td>_ _</td>
</tr>
<tr>
<td>CMIN/DF</td>
<td>2.860</td>
<td>Between 1 and 3</td>
<td>Excellent</td>
</tr>
<tr>
<td>CFI</td>
<td>0.913</td>
<td>&gt;0.95</td>
<td>Acceptable</td>
</tr>
<tr>
<td>SRMR</td>
<td>0.077</td>
<td>&lt;0.08</td>
<td>Excellent</td>
</tr>
<tr>
<td>RMSEA</td>
<td>0.078</td>
<td>&lt;0.06</td>
<td>Acceptable</td>
</tr>
<tr>
<td>PCLOSE</td>
<td>0.034</td>
<td>&gt;0.05</td>
<td>Acceptable</td>
</tr>
</tbody>
</table>

Table 4.14 Path Coefficients

<table>
<thead>
<tr>
<th>Path</th>
<th>Unstandardized estimate</th>
<th>Standardized estimate</th>
<th>S.E.</th>
<th>C.R.</th>
<th>P</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS</td>
<td>&lt;- BA</td>
<td>0.198</td>
<td>0.268</td>
<td>0.094</td>
<td>2.106</td>
</tr>
<tr>
<td>CS</td>
<td>&lt;- PQ</td>
<td>0.253</td>
<td>0.426</td>
<td>0.072</td>
<td>3.51</td>
</tr>
<tr>
<td>CS</td>
<td>&lt;- BS</td>
<td>0.443</td>
<td>0.523</td>
<td>0.129</td>
<td>3.449</td>
</tr>
</tbody>
</table>

4.4.10 Brand Association on Consumer Satisfaction

Brand association was found to have a positive and statistically significant relationship with Consumer satisfaction. The path coefficient was positive and significant at the 0.05 level (13=0.443, T-value =3.449 p<0.05) as indicated in table 4.14 and figure 4.6. The positive relationship means if, brand association increases by 1, Consumer satisfaction of the respondents will increase by 0.443.

4.4.11 Perceived Quality on Consumer Satisfaction

Perceived quality was found to have a positive and statistically significant relationship with Consumer satisfaction. The path coefficient was positive and significant at the 0.05 level (0=0.253, T-value =3.51 p<0.05) as indicated in table 4.14 and figure 4.6. The positive relationship means its perceived quality increases by 1, Consumer satisfaction of the respondents will increase by 0.253.

4.4.12 Brand Awareness on Consumer Satisfaction

Brand awareness was found to have a positive and statistically significant relationship with Consumer satisfaction. The path coefficient was positive and significant at the 0.05 level
The positive relationship means its brand awareness increases by 1, Consumer satisfaction of the respondents will increase by 0.198.

4.5 Predictive Relevance of The Model
The quality of the structural model can be assessed by R2 which shows, the variance in the endogenous variable that is explained by the exogenous variables. Based on the results reported in figure 4.6, the R2 was found to be 0.474 indicating that perceived quality, brand awareness and brand association can account for 47.7% of the variance in the consumer satisfaction.

4.6 Chapter Summary
This chapter provided the results and findings with respect to the data given out by the respondents. This chapter has presented the results and findings of the study. Findings were presented in frequency tables and graphs/figures. Normality tests, reliability tests and correlation analysis were also conducted. The chapter provided analysis on the response rate and background information. The next chapter provides the summary, discussions, conclusions and recommendations.
CHAPTER FIVE
5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1 Introduction
This chapter gives analysis of collected data, interpretation and discussion of the study findings. Data was analyzed at two levels using both descriptive and inferential analysis techniques. The results are presented according to the research objectives and questions. The analysis background part consists of the demographic characteristics of the study respondents and the response rate.

5.2 Summary of The Study
The general objective of this study focuses on ascertaining the relationship between strategic corporate branding and customer satisfaction. The study was conducted based on the following objectives. To find out the influence of brand association on customer satisfaction, to find out the effect of perceived quality on customer satisfaction, to find out the impact of brand awareness on customer satisfaction.

The specific objectives showed that majority of the respondents were in agreement that there is a strong relationship between strategic corporate brand association, perceived quality, brand awareness and customer satisfaction. Brand association was found to have a positive and statistically significant relationship with customer’s satisfaction. The path coefficient was positive and significant at 0.05 level (beta= 0.443, T value= 3.449p<0.05). The findings on perceived quality and customer satisfaction showed that the effect of the logo was ranked the highest by majority of the respondents. Majority of the respondents were in agreement that the logo colors and their brand stand for what mobile service providers stand for. Perceived quality was found to have a positive and statistically significant relationship with customer satisfaction. Findings on brand awareness showed that majority of the respondents ranked first the fact that mobile service providers were well known to them. Brand awareness was found to have a positive and statistically significant relationship with customer satisfaction. The path coefficient was positive and significant at the 0.005 level (beta =0.198, T value = 2.106 p< 0.05.

The research design used in the study was the survey approach. Questionnaires were administered to 160 members of each mobile service provider. Both descriptive and inferential statistics were used in analyzing the data collected. Descriptive methods used comprised of percentages and frequencies, means and standard deviations that
demonstrated the trends in the data. Inferential methods which included correlation analysis and regression analysis were also used and presentations made in tables and figures.

5.3 Discussion of The Study
5.3.1 The Influence of Brand Association on Customer Satisfaction

The first objective sought to establish the effect of brand association on customer satisfaction. Seeking to answer this, the study found out that majority of mobile service providers upheld that there is a positive correlation between brand association and customer satisfaction. The finding is in line with Bhaya (2017) who demonstrates that there is a correlation between brand association and customer satisfaction. Brand association is significantly correlated to customer satisfaction through strategies that are used by the company so that they satisfy the desires of customers.

The findings showed that mobile service provider’s customers feel associated with their mobile services because of its credibility, reliability and it’s in line with the needs of customers which are dynamic. Therefore, making the customers boastful to be associated with mobile service providers. Keller (2013) categorized these as benefit related attributes mainly functional (regularly linked to satisfying customers physiological needs), experimental (the feeling of using a product.) and symbolic (eg a need for social approval or self-esteem). These are elements that assist a brand to be remembered. Aaker (1991) the elements represent a base for consumers buying decision about the brand in this case to be customers or not, often through the knowledge that the customers have about the brand. Emari and Jafari (2012) this finding is in line with Rehman (2016) who demonstrates that the relationship between the brand association and the brand   is recalled by the consumer is highly significant and positive, in this way the consumer makes repeat purchases.

For mobile service providers to have great association with its customers they have differentiated themselves from other competitors through credibility, reliability and satisfying customer needs. These are strategic marketing strategies used by firms in order to have both competitive advantage and comparative advantage over their competitors, they entail what consumers recall about a brand making them want to be associated with the brand. This argument corresponds to Keller, Sternthal and Tybout (2012) who show that effective brand positioning requires not only careful consideration of a brands’ point of difference but also of its points of parity with other products.
The positive attitude towards mobile service providers by its customers can be explained by Keller (2013) who demonstrates that for people to have positive brand associations the product/service which the brand depicts must be durable, marketable and desirable. The customers must be convinced that the brand entails the features and attributes satisfying their needs. This will lead to customers having a positive impression about the product or service. Positive brand association assists a firm to gain good will from its customers. Chaudhuri (2015) shows that there is a relationship between the values a customer has to a product and the association of the customer to that brand. The brand association becomes stronger and increased by value when the customer has a positive perception towards the brand.

The study found out that the strength of a brand association arises from two areas, first, the feeling of what the consumer feels, hears and learns about the brand arising from the customer’s experiences every time the customer buys the brand. (Keller 2014) mobile service providers just like many firms enhances its brand through making marketing programs and promotional as well as advertising campaigns. Darymple and Parson (2000) thus increasing the customer experience. A firm may increase its associations by having the customer contact with the organization and the employees through advertisements, personal selling, associating the brand with a celebrity or a big entity, enhancing the product category/class to which the brand belongs and through point of purchase displays (Solomon,2016).

This finding is in tandem with Davis, Aquilano and Chase (2013) discovery that when the quality of the product or the service is lived up to the consumer expectations reaches a high level of satisfaction and pleasure and when the quality of the product or service does not live up to the consumer expectations nor satisfy the consumer, then they become dissatisfied leading to low level of satisfaction as well as decrease in association. Another source of increasing strength of a brand association was mentioned by Atilgan Aksoy and Akinci (2015) which arises from the quality of the brand, highly perceived quality happens when the customer identifies one brand from others leading him or her to purchase the product. This means the customer perceives the brand as high quality leading them to choose that brand out of will. This is what leads to brand loyalty which is an association between the customer and the brand emerging from the quality of the product. When the quality of a product or service exceeds the consumer expectations it provides a high level of satisfaction and pleasure.
The findings in support of the feeling the mobile service provider’s customers feel towards their needs being met and then becoming proud to be associated with mobile service providers may be explained by Chen (2011) illustration of customers exhibiting organizational associations. These are company abilities and social responsibility related associations. Ability related associations refers to the expertise of a firm in producing and delivering its outputs. Social responsibility associations refer to the activities of a firm with respect to perceived social obligations, the association is in terms of the public wanting to know what, where and how much a firm brand are giving back to the society and this affects the development of the brand. Both social responsibility and company ability are very useful because firms discover the two strategies add value to the firm.

5.3.2 The Effect of Perceived Quality on Customer Satisfaction

The second objective sought to establish the effect of perceived quality on customer satisfaction. Seeking to answer this the study established that majority of mobile service providers agreed that there is a positive correlation between brand association and customer satisfaction. The positive relationship show cased that when perceived quality increases by 1, consumer satisfaction of the respondent’s increases by 0. 253. The findings were in agreement with Jamali (2007) Iglesias and Guille (2004) findings indicate that a positive relationship between service quality and customer satisfaction. Szymanski and Henard (2001) explain this to be as a result of customers achieving expected satisfaction as compared to referents and the anticipation of receiving satisfaction from the service.

In addition to that the relational findings are explained by Ueltschy, Laroche, Eggert and Bindl (2015) who revealed that high performance leads to high expectations which will finally produce high customer satisfaction and high perceived service quality. Omachonu Johnson and Onyeaso (2008) express that customer expectations are evaluated by asking the customer to recall the level of quality they expected on the basis of their knowledge about service or goods and actual experience with a good or service. Based on these basic questions, responses are gotten from the customer questions, mainly dealing with the overall expectation with goods or services, expectations concerning customization and expectations concerning reliability.

The finding therefore means that mobile service providers meet the customers’ expectations by providing them with services expected by the customers, by customizing the services to suit the customers’ needs and by practicing reliability. Hamer (2014), therefore suggested
that managers who want to increase customer perceived quality ought to reduce the gap between expected quality and actual received service by the raising of expectations instead of trying to maximize the gap between delivered service and expectations. Hamer, (2014) advises the practitioners that the service performance received by consumers should exceed their expectations. The gap between expectation and perceived service quality (PSQ) is related to the consumer satisfaction/dissatisfaction. Hamer (2014) suggested some managerial implications which are the practice of ‘under promising’ and ‘over delivering’.

From this outcome, managers should seek for lesser consumers’ expectations (under promise) in order to make sure they can go above those expectations (over deliver). Mobile service providers offers consumer services that exceed expectations, leading to consumer satisfaction hence the view that mobile service providers offer superior services as compared to competitors. Matzler, Wurtele and Renzl (2016) argued out that if perceived quality is more than perceived costs, then customer value is high, but if cost is more than quality, then customer value is low.

The use of modern technology by mobile service providers for operations was ranked second. This increases the quality of service provided by mobile service providers. Lenka, Suar and Mohapatra (2009) study called technology and tangible aspects of service quality the attributes of the service organization as hard quality and customer satisfaction as a combination of two responses such as cognitive and affective response to service encounters while service quality is the overall assessment of a firm’s service delivery system. Service quality is the delivery of services while satisfaction is customers’ experiences with services. This argument suggests that the use of technology increases the likelihood of providing high service quality. This is in agreement with Hamer (2014) suggesting that managers who want to increase customer perceived quality ought to reduce the gap between expected quality and actual perceived service. By the raising of expectations instead of trying to maximize the gap between delivered service and expectations.

**5.3.3 The Impact of Brand Awareness on Customer Satisfaction**

The third objective sought to establish the impact of brand awareness on customer satisfaction. Seeking to answer this, the study established that majority of mobile service
providers customers agreed that there is a positive correlation between brand awareness and customer satisfaction. The positive relationship means an increase of brand awareness by one increases consumer satisfaction by 0.198. This finding is in line with Poranki, Khairand Alotaibi (2014) study which ascertained that there is a direct impact of brand awareness on the level of customer satisfaction. It further explains that once the customer is aware about the product through the brand awareness created by the marketer, the tendency of the customer to purchase the product and consume it, is dependent on whether the marketer had the ability to assess the impact of brand awareness on customer satisfaction. Likewise lack of brand awareness of the product offered in the market, the marketer may not comprehend the level of customer satisfaction.

The fact that majority of the respondents know that mobile service providers is significant because consumers acknowledge the existence and availability of a firm’s products and services. Upshaw (2015) demonstrated that creating this awareness by a firm as a main step to promoting the firm’s goods and services. Recognizing a brand is the ability of the customer to identify brand as one which she has already been exposed to. Having customers who are loyal to you, brand makes a firm become more competitive because its products and services are uniquely identified. This argument is in line with Keller (2014) who showed that differentiation makes the brand more competitive when there is great awareness amongst the customers who identify the brand. Customers make decisions fast about product if they are familiar with the brand or identify it. This gives the firm competitive advantage as consumers assume the price as well as, other qualities when they trust and are aware of a brand because by making the brand become, a part of the customer’s lifestyle by shopping where they are used and they shop for the product confidently (Keller, 2014).

The finding that demonstrated that majority of the respondents being in favor of consumers rapidly identifying mobile service providers among other competing brands was also very delicate in creating brand awareness. Leslie, Malcolm, Elaine (2012) findings show that when selecting between competing brands an intense evaluation specifically for brands new to the market takes place regularly with an agreed list of attributes. This indicates the views of all the customers who are willing, to taste and try the new brand. However, a more intense assessment also takes place based on the social behavior, or class of the specific consumer who may think that the service meets their needs or if the firm brand suits in their class or the consumer can relate themselves with. Relation gives the consumer
psychological awareness about the brand because they may feel appreciated and respected when seen with the brand (Leslie, Malcom & Elaine, 2013).

Majority of the respondents were familiar with mobile service providers. Some of the strategies employed by firms when creating awareness, by marketing and public relations departments who empower the brand's visual identity by putting in place communication standards, the brand ought to move to the market place in a more constant and cohesive manner. Connecting employees to one another as a family brand. Through unique groupings such as women groups to enable firms beat competition. Gelder (2013) also show cased that putting across the value of the brand in the employee minds in essence, would likely infuse the same attributes into the whole firm. Another significant factor is to deliver brand promises through employees who are claimed to be customers' contacts.

The employees become involved in the brand promised and channel it to consumers through customers’ services and other contact points. Adding momentum to sales channels, the more the sales team are aware of the brand and believe in the brand, the easy it is for them to do their work without consistent communication supporting the brand. Most organizations prefer their brands to be perceived as professional, knowledgeable and responsive to the needs and wants of the customers. Every new customer can be perceived as a new opportunity and also as a new challenge to the firm to put his or her brand into practices. Promoting a brand can be done through awareness creation, including getting into contact with the consumer via advertisements in media and the internet amongst others. Service promotion through brand awareness is one of the easiest and most effective ways of promoting a brand through differentiation.

The willingness of customers to recommend a pal to use mobile service provision. This could be attributed to the need for a firm to create brand association with the consumers. Washburn and Plank (2012) a customer must first be familiar of the brand because brand awareness influences the perceptions and attitude of consumers, it can have an impact on brand choice and loyalty (Baek & King, 2015).

5.4 Conclusion of The Study
5.4.1 The Influence of Brand Association on Customer Satisfaction

The study concludes that brand association is delicate in creating customer satisfaction. The study found out that mobile service provider customers feel associated with their mobile
services because of its credibility, reliability and because it’s in line with the needs of customers. Therefore, making the customers become proud to be associated with mobile service providers. Credibility, reliability and accountability are therefore important factors in creating effective brand association. Mobile service providers have a great association with their customers, they have differentiated themselves from other competitors through credibility, reliability and satisfying customer needs.

5.4.1 The Effect of Perceived Quality on Customer Satisfaction

The study concludes that perceived quality is very useful for customer satisfaction. This means that mobile service providers meet the customers’ expectations by providing them with services expected by the customers, by customizing the services to fit the needs of the customers and by being reliable. The study found that the logo colors enhance what mobile service provider’s stand for, a mark of a firm that offers better services than competitors.

5.4.2 The Impact of Brand Awareness on Customer Satisfaction

The study concludes that brand awareness is significant for customer satisfaction to take place. Mobile service providers have succeeded in creating brand awareness through promotional materials, personal selling and through the media. The study found out that mobile service provider’s customers, were willing to recommend a pal to use the mobile services because they are honored to be associated with mobile service providers.

5.5 Recommendation of The Study
5.5.1 Recommendation for Improvement

5.5.1.1 The Influence of Brand Association On Customer Satisfaction

The study recommends that mobile service providers should be able to attain a positive brand association with its customers, however it can improve by making its products and services become more reliable. This can be attained by delivering the same quality of products and services across all their branches.

5.5.1.2 The Effect of Perceived Quality On Customer Satisfaction

The study recommends that mobile service providers should have superior quality of products as expected by majority of the consumers. However, improvements ought to be made in relation to the kind of variety of products they offer to consumers in order to remain competitive in the mobile industry. This is because the study showed that there is a limitation in the product offering. It should be made to increase the customer base.
recommendation is that the mobile service providers strategically locating themselves in terms of innovation. They should innovate both from within and outside their firm to have a sustainable competitive advantage over their competitors globally.

5.5.1.3 The Impact of Brand awareness On Customer Satisfaction

The study recommends mobile service providers should create more brand awareness by sponsoring more public welfare activities, increase their social responsibility rate and constantly increase awareness of their product through commercial advertising as well as social media.

5.5.2 Recommendation for Further Study

The study focused on determining the influence of strategic corporate branding on customer satisfaction in order for mobile service providers to have a sustainable competitive advantage in the mobile service sector. The study was only carried out on the main mobile service providers in Nairobi County. The study recommends that further research should be done on all forty seven counties in Kenya to ascertain the influence of strategic corporate branding on customer satisfaction on all mobile service providers in order to achieve a sustainable competitive advantage and comparative advantage.
REFERENCES


APPENDICES

APPENDIX I: Letter of introduction

Rose Irene Muthoni
Mobile Number,
+254-0726412922
Email Address, rsmuthoni@gmail.com

February 2018

Dear sir/Madam

RE: LETTER OF INTRODUCTION

I am a graduate student at United States International University (Africa) currently pursuing a Degree in Masters of Business Administration (MBA). I am currently developing my thesis in partial fulfillment of the requirements for the degree program. My thesis is entitled “THE INFLUENCE OF STRATEGIC CORPORATE BRANDING ON CUSTOMER SATISFACTION: A CASE OF MOBILE SERVICE PROVIDERS IN KENYA.”

As the topic suggests, I have picked your mobile service provider as one in which I would like to collect my data. This letter is to request for your express permission and support to conduct the study among your customers.

I affirm to adhere strictly to all the ethical guidelines concerning research. I also took a vow to University regulations guiding research. The research will not have any negative research consequences on the mobile service provider or participants.

Thanks in advance for your consideration.

Yours Faithfully,

Rose Irene Muthoni.
APPENDIX II: QUESTIONNAIRE

THE INFLUENCE OF STRATEGIC CORPORATE BRANDING ON CUSTOMER SATISFACTION: A CASE OF MOBILE SERVICE PROVIDERS IN KENYA.

Date: ____________________________

Kindly read each question carefully and respond to it appropriately. Where necessary mark ( ) the boxes provided. There are no correct or incorrect responses. Your answers are very important to the study. All answers to this survey are completely private. All identifying information if any will be eradicated during data entry and analysis. However, you are allowed to respond in confidentiality. The questionnaire will take an average of 25 minutes to fill.

Thank you for your participation in this study.

SECTION A: BIOGRAPHICAL INFORMATION

1. Gender: Male                              Female
2. Educational qualification                  Diploma                              Bachelor’s degree
                                                Master’s Degree                     Doctorate
3. Occupation                                 Civil and public servant             Self employed
                                                Retired                              Private sector employee
4. What is your age group?                   Below 25 years                        25 – 30 years                      Over 30 years
5 Marital Status?                            Single                              Married
SECTION B: THE INFLUENCE OF BRAND ASSOCIATION ON CUSTOMER SATISFACTION.

State your opinions to the following statements regarding the relationship between brand association and customer satisfaction. Tick your choice appropriately in the box.

1 = Strongly Agree 2= Agree 3= Neutral 4=Disagree, 5= Strongly Disagree

<table>
<thead>
<tr>
<th>Brand association</th>
<th>Strongly agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>BS1 Mobile service providers are a credible brand</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS2 Mobile service providers are highly reliable</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS3 Am specifically in favor of mobile service providers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS4 Mobile service providers are totally in line with the customers’ needs.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BS5 I feel proud being a customer of mobile service providers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION C: THE EFFECT OF PERCEIVED QUALITY ON CUSTOMER SATISFACTION.
Indicate your responses to the following statements concerning the relationship between perceived quality and customer satisfaction.
1 = Strongly Agree 2= Agree 3= Neutral 4=Disagree, 5= Strongly Disagree

<table>
<thead>
<tr>
<th>Perceived Quality</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>PQ1 The logos are beautiful and attractive</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ2 The logos emphasizes the names of mobile service providers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ3 The colors represent what mobile service providers stand for.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ4 Mobile service providers offer excellent services.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ5 Mobile service providers have better services than their competitors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ6 Mobile service providers offer the best services in the telecommunication industry.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ7 Mobile service providers have a personality that uniquely identifies them from competitors.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ8 Mobile service providers are customer focused.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ9 Accessing information via internet is faster</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ10 Mobile service providers use modern technology in their operations.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ11 Mobile service providers branches are accessible to me.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>PQ12 All the branches I visited provide the same level of service and products.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
SECTION D: THE IMPACT OF BRAND AWARENESS ON CUSTOMER SATISFACTION.

Indicate your responses to the following statements concerning the relationship between brand awareness and customer satisfaction. 1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree, 5 = Strongly Disagree

<table>
<thead>
<tr>
<th>Brand awareness</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>BA1 Mobile service providers are well known to me</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA2 I can quickly recognize mobile service providers among other competing brands</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA3 I can quickly recall the symbols or logos of mobile service providers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA4 Some characteristics of mobile service providers come to my mind quickly.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA5 I am familiar with mobile service providers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA6 I often see the advertisements for the brand</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA7 One frequently gets information about mobile service providers on TV, Radio</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA8 Mobile service providers are sponsors of public welfare activities</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA9 Mobile service providers frequently deliver what they promised to customers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>BA10 I would recommend a n ally to use the mobile service providers</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>
## SECTION E THE EFFECT OF CUSTOMER SATISFACTION LEVEL

Indicate your responses to the following statements regarding the customer satisfaction level. 1 = Strongly Agree 2 = Agree 3 = Neutral 4 = Disagree, 5 = Strongly Disagree

<table>
<thead>
<tr>
<th>Customer satisfaction</th>
<th>Strongly Agree</th>
<th>Agree</th>
<th>Neutral</th>
<th>Disagree</th>
<th>Strongly Disagree</th>
</tr>
</thead>
<tbody>
<tr>
<td>CS1 I am likely to say positive things about mobile service providers to other people.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS2 I am likely to recommend mobile service providers to someone who seeks my advice.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS3 I am likely to encourage friends and others to do business with mobile service providers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS4 I am likely to consider mobile service providers as my first choice for future mobile transactions.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS5 I am likely to do more business with mobile service providers in the coming months.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS6 I am very loyal to mobile service providers.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
<tr>
<td>CS7 Mobile service providers play an important role in my life.</td>
<td>1</td>
<td>2</td>
<td>3</td>
<td>4</td>
<td>5</td>
</tr>
</tbody>
</table>