CUSTOMERS' PERCEPTION OF BRAND PERSONALITY: THE CASE OF SAFARICOM & CELTEL

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By

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DECLARATION

This Management Research Project is my original work and has not been submitted for a degree in any other University.

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DEDICATION

To my Lovely Parents, James S. Ole Naeku & Martha R. Naeku
Whose love for me is beyond reach!

and

To, Irene, Kalool, Rimas, Nairesiai and Kolian
You are my link to all value adding activities that I intend to do in this life

Education's purpose is to replace an empty mind with an open one
-Malcolm S Forbes, publisher of Forbes-

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To the Lecturers of the faculty of Commerce who were involved in the noble task of imparting knowledge and to all my colleagues in the MBA class, I sincerely thank each and everyone of you. It was a lifetime experience that I will cherish. To my dear colleagues that we shared classes together, I say Thank-You for those memorable moments. To Polycarp, Lubanga, Githigi and Wamoto you incalcated in me a proding culture of Thinking differently that has widened my mind and spirit. You turned my brain on.

To the Almighty God, You are my All in All
"You have given me Life May I in its end have achieved the purpose you intended me to."

"When you make sense of something it tends to disappear. It is only mystery which keeps things alive," Said his guide patiently

-Ben Okri, Nigerian Nobel Laureate-

ABSTRACT

The world over, branding is being used as a strategic tool to cut a competitive edge in the market place. Banks, supermarkets, the hospitality industry, to mention just a few, have widely used branding as a differentiation variable for competitive advantage. In the service industry and especially in the telecommunication sector de-regularization has forced would be monopolies to compete with others. With fierce competition dominating the marketplace, players are using all avenues to win the hearts and minds of customers. The objectives of this study were to investigate the expectations and perceptions of customers of Safaricom and Celtel and their perception of brand personality following a branding of their Corporate Social Responsibility Programs. To achieve these objectives, samples of different categories of customers who had benefited from the Corporate Social Responsibility (CSR) programs were picked and administered with questionnaires that had both semi structured and likert matrix questions. The customers were randomly and conveniently, chosen from amongst those that benefited from branded CSR programs for both Safaricom and Celtel in the year 2004. Those chosen were visited at their premises. The data collected was analyzed using proportions, percentages, means, standard deviations and coefficient of variation. Analysis of data indicated that the expected brand personality on all the five dimensions, used in the study, is relatively high with a generally high level of agreement on their importance amongst all the respondents. The received brand personality is generally lower than the expected brand personality in both groups of Safaricom and Celtel resulting in a relatively high brand personality17.620%. This brand personality gap is similar amongst the different category of customers but reduces progressively from those customers of Celtel to those of Safaricom. On the basis of the study, several recommendations were deemed appropriate for both Safaricom and Celtel that is, to undertake: - regular brand personality audits and use marketing research for evaluation of the perceived brand image on an annual basis. Use of marketing research and customer survey studies, especially when undertaking brand enhancement programs, this will throw light to the customers' expectations of branding and the perceived brand personality, and thus lead to effective programs in addressing the areas of need; enhancement of commitment to brand personality; enhancement of empowerment of brand leaders and managers.

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CHAPTER ONE

1. INTRODUCTION

1.1 Background

In 1997, the Government of Kenya (GOK) went ahead and initiated the separation of the defunct Kenya Posts and Telecommunication that saw the separation of that giant organization into three main entities. POSTA, was charged with the responsibility of handling mail, Telkom on the other hand dealt with landlines and telecommunications while a private company by the name Safaricom came to deal with mobile phone services.

With the deregulation of the Telecom industry in 1997, Safaricom that is the leading mobile operator in Kenya, with a current subscriber basis in excess of 2.5 million was formed. Faced with stiff competition from KenCell, which later became Celtel, Safaricom that was a wholly owned subsidiary of Telkom Kenya, had to change tact in order to survive the onslaught of KenCell. Using its name as its logo, Safaricom's positioning statement 'The Better Option' underscored the brand's ambition to retain the status of its mother brand – Telkom. However, Telkom's core activities and core assets were threatened with obsolescence. Some outside alternative had diminished the relevance of Telkom's capabilities and resources; relationships with buyers and suppliers were under attack. Safaricom that is associated with Telkom had to reinvent its own niche. Safaricom tried hard to gain a prominent market position. Through marketing and advertising campaigns, which used a child's voice to illustrate how simple and easy it is to load airtime, check your airtime balance, and share your airtime with someone else, Safaricom was now working hard to get a strong foothold on the market.

During this period, the power of information technology, deregulation, changes in legislation, globalization of markets and stiff competition had made consumers more educated, more inquisitive and demanding (Capron and Holland, 1999 as quoted by Mbau, 2000). With a changed environment, serious marketing challenges arose for firms to survive and remain profitable. According to Charles and Gareth (1998), in today's global environment, change rather than stability is the order of the day; Rapid changes in technology, competition, and customers' demands have increased the rate at which companies need to alter their strategies and structures to survive in the market place.

In their strategic response to these imperative changes, companies sought to strengthen their existing core competencies and build new ones in order to compete more effectively by going through a strategic change. Charles and Gareth (1998) define strategic change as "the movement

of a company from its present state to increase its competitive advantage". Equally, Rosebeth (1997) defines change as the process of analyzing "the past to elicit the present actions required for the future". It involves moving from present state, through a transitional state, to a future desired state. According to George (1998), the very nature of a world economy embracing free markets and free enterprises implies constant change and adaptation to the dynamics of the system.

Following its negative connotation associated with Telkom Kenya as being inept and hopelessly inefficient, Safaricom sought to change its image. The challenge was not only one of delivering quality service but also a perception problem. Whereas it had to deal with internal challenges of efficiency, cost cutting, productivity and so forth, it also had to deal with a hostile external environment that wanted business to give something back to society. By setting a comprehensive Corporate Social Responsibility (CSR) programs, Safaricom and competitor Celtel took cognizance of the fact that public needs have changed, leading to changed expectations. The challenge was to create distinct CSR programs that were easily distinguishable, valuable and mutually beneficial to the firms and society. This they realized could only be done through branding.

1.2 Philosophy of Branding

The purpose of business should be inspirational. Traditionally, the purpose of business was to create profits. However, today's enlightened companies and Chief Executive Officers (CEO), see the purpose of business being the creation and addition of value as uniquely defined to meet the needs and wants of customers, consumers, shareholders and staff. It is important to note that consumers and customers do not buy businesses, but they buy the idea of the business that is turned into something called a brand. The business is just an engine. The customers buy the value derived from the business. Value in business terms means benefits derived from the business less the cost of doing business. The brand thus becomes the value vessel.

Marketing initially developed as a discipline in connection with selling of physical products. As economies have grown increasingly complex, through the years, marketing has broadened to marketing of services and brands. Market changes in the structure of developed economies in the twentieth century, particularly in the latter half has been the transformation from emphasizing on the manufacture of physical goods to the production of intangible services (Rust et. al., 1996).

Branding is an important strategy for marketers endeavoring to differentiate service offerings, establish customer value and ultimately satisfy consumer needs.

1.3 Brand Dimensions

Aaker, D. (1996) summarized brand dimensions into five categories: **Brand Awareness** (familiarity-liking), **Brand Loyalty** (Attracting new customers by creating awareness and Reassurance), **Perceived quality** (Reason to buy, differentiate or positioning) **Brand Association** (Extensions, attitude or feelings towards the brand) and **Proprietory Asset Protection** (Competitive advantage).

The summation of the above five dimensions is what gives us brand equity. With good brand equity, a brand can be resilient. Even with changing consumer preferences, cultural transformation, substitute products, economic recessions, technological obsolescence and many such problems notwithstanding, some brands have shown a remarkable ability to adapt to the ever-changing market dynamics and consumer demands. They have stood the test of time because they have known how to react to competition very first. Further they have a clear understanding of how competing for the future is different and have a process for finding and gaining insight into tomorrow's opportunities.

1.4 Brand Personality

Keller (2000) identified five dimensions of brand personality as: **Sincerity** (domestic, honest, genuine, cheerful), **Competence** (reliable, responsible, dependable, efficient), **Rugged** (tough, strong, resilient, rugged), **Sophistication** (glamorous, pretentious, charming, romantic), and **Excitement** (daring, spirited, imaginative, up-to-date). Through its vision and Mission statements, plus its CSR programs, Safaricom and Celtel have presented themselves as embodying sincerity, competence, ruggedness and sophistication. What may not have come out clearly is the extent or dimension of brand personality that is dominant in each firm. This is what the study seeks to achieve.

1.5 Corporate Social Responsibility

To be able to respond to the challenges of liberalization, and in a bid to endear business to favorably view and do business with them, Safaricom and Celtic commenced massive CSR programs that were of mutual benefit to the customer and the organization. According to their Mission, Safaricom and Celtel believe in the commitment to behave ethically and contribute to economic well being of its customers. At the heart of their CSR programs is how they seek to assist its employees, their role in Environmental conservation and Community service.

To be in line with other corporate organisations that have responded well to societal challenges, Safaricom and Celtel have come out with clear distinct CSR programs that stand to benefit their suppliers, vendors, customers and other business associates.

The Safaricom CSR program is elaborate and divided into four clear distinct areas:

I. Community service- where they seek to make positive contributions to communities around them in direct ways-both through financial support for community projects and through employee involvement. Under community services, it seeks to address four main elements; health, sports, culture and education.

II. Environmental Issues- Safaricom has undertaken concise Environmental Impact Assessments (EIA) for each of the hundreds of Base Training Stations (BTS) erected across the country. They have collaborated with the National Environmental Management Agency in assessing EIA on its BTSs. It has also started distributing free tree seedlings to farmers across the country. .

III. Products & Services- Safaricom has developed products that are relevant and useful to its customers. Its services are presented in a way that is tailored to customer needs.

IV. Employees- Safaricom attracts, develops, rewards and retains outstanding individuals who are committed to offering challenging responsibilities and development opportunities. It operates an equal opportunities policy for all aspects of employment.

Celtel on the other hand has a CSR program that covers areas such as EIA, Community and health assistance, Hospice fund-raising activities, donations to the Association of the physically Handicapped of Kenya, cash donations to athletes and food donations to hunger stricken residents among others.

The above programs in both companies have some or all of the features below:

I. The causes directly benefit their business.

II. The causes identified have been able to get willing partners to advance it.

III. The causes are in line with corporate goals.

IV. Have a deep senior level commitment right from the CEO.

V. The cause program is innovative and deeply creative.

Progressive organisations have moved from merely being Corporate Social Responsible or Responsive (CSR) citizens to actually marketers of the chosen cause. Through Cause Related Marketing (CRM), organisations have been able to collaborate with charities, NGOs and even customers to market an image or product for mutual benefit. As organisations fight to survive

and reinvent or increase competitive space and differentiate themselves from competitors, they have devised new ways that associate its products with a specific perceived good. Through Cause Branding (CB), organisations now can lay claim to certain causes and align their resources to those causes that will heavily affect their bottom lines and community lives. Safaricom and other organisations faced by stiff criticism to give back to society must simply think of CB as a marketing tool that they can effectively use in their strategic planning process to among other things;

I. Help employees to understand all of the organization's stakeholders and concerns.
II. Shape Public Policy
III. Enhance corporate visibility and their reputation.
IV. Guide the company through economic cycles, and geopolitical shifts.
V. Strengthen ties with business partners and even sell more products and services.
VI. Deepen employee and customer loyalty.

1.6 Cause-Branding

To be a leader in today's highly competitive economy, Safraicom and Celtel realized that they had to 'stand for something' beyond the bottom line and to communicate their cause programs to key stakeholders to gain advantage. According to Cone (2003), CRM has evolved from 'Cause promotion' to something called 'Cause Branding' a business strategy that integrates a social cause or issue into a brand's personality and organizational identity. CB programs are built upon the unique values and culture of each company. Cause branding can truly differentiate a brand, providing it a long-term sustainable competitive advantage. To be able to respond to the challenge that it faced where it found it harder to out innovate or out advertise its competitor safaricom went ahead and introduced branded CSR programs in road safety campaigns and community library projects. Celtel on the other hand got a foothold on Habitat for humanity projects and fundraising in key hospices. Every organization clearly and carefully chose the causes that they believed that could not be imitated and no one else would stake a claim to them. This process, which describes the efforts of branding a cause, is termed Cause-Branding (CB). Safaricom and other modern organizations must simply think about CSR and CB as marketing tools.

Most cause-branding programs should be, at their heart, about enhancing corporate brands in ways that are meaningful to key constituencies: - customers, employees, communities or suppliers. Towards this end, Safaricom and Celtel have had to invest large financial resources in

Cause Branded Corporate Social Responsibility (CBCSR) Programs that have benefited their key constituents.

Branding of Safaricom and Celtel Social Responsibility programs was realized through: -

I. The Chief Executive Officer (CEO) championing all the CSR campaigns.
II. Identifying the right CSR programs to participate in that cannot be easily imitated.
III. Ensuring that key performance indicators are aligned to brand vision and values.
IV. Recruiting the right people. "Right"= Brand Relevant
V. Holding Brand workshops for its staff.

1.7 Statement of the Problem

Cause Branding and indeed brand personality, are coming to be viewed as major strategic variables in the battle for market share and excellence of service in all industries.

In order to deliver quality service, and attain the desired brand personality impact there is need to understand branding personality from both the customers' and service providers' perspective and means of measuring, recording and monitoring the quality of brand personality need to be understood.

This study will use a comparative context of the customer's perception of brand personality for those customers that have benefited under cause branded CSR programs from Safaricom and Celtel respectively.

This study, therefore, attempted to answer the following questions: -

I. What is the customers' expectation of service?
II. What is the perceived brand personality by the customers?
III. Are there differences in the perceived brand personality by the customers of Celtel and Safaricom?
IV. Do the customers' expectation of brand personality differ in any way from the Organization's perspective as gauged from the brand personality dimensions identified in Safaricom's and Celtel Mission and Vision statements?

1.8 Objectives of the Study

The objectives of this study were: -

I. To determine the customers' expectations of its service provider.
II. To determine the perceived brand personality of Safaricom and Celtel.

III. To determine whether there are differences in the perceived brand personality of Safaricom and Celtel customers.

IV. To establish whether there is a match between the organization's perspective and the customers' expectations of brand personality in Safaricom and Celtel.

1.9 Importance of the Study

The results of this study are expected to be of use to the following: -

I. Safaricom and Celtel in understanding what the customers regard as brand personality. Consequently, efforts can then be made to match the expectations of customers with resources channeled to brand their service and amplify a certain desired brand personality.

II. Other organizations, especially when formulating a brand personality profile or when launching programs which rely on brand personality as a major consideration to gain competitive edge.

III. Firms that operate in an industry that shares a common market, appeal to the same buyers and use similar technologies to create value and intend to improve their branding abilities by understanding the role played by brand personality in branding.

IV. Scholars and Researchers who may wish to research further in brand personality and cause branding

CHAPTER TWO

2. LITERATURE REVIEW

2.0 Introduction

The broad objective of this study was to determine Safaricom's and Celtel customers' expectations and perceptions of branding, their branding personality or personality gap between brand image (how they want to be perceived) and brand Identification (I/D), or how they are actually perceived. The study examined differences in branding personalities of Safaricom and Celtel services. In that respect, the following related topics were covered in this literature review in the order presented: - branding; brand equity; types of brands, brand symbols and taxonomy of brand trademarks; brand differences; cause branding; perceptions and perceived brand personality; evaluation of brand personality; service quality; SERVQUAL and service gaps; determinants of brand personality; and measurement of brand personality.

2.1 Branding

As Companies seek to gain a competitive advantage and create a market niche that they can solely claim as their own, branding has now come into the forefront as one of the most important marketing initiative that any organization must undertake to succeed. Branding is starting to move up the value chain of business, Cook (2005). Increasingly companies are beginning to realize that brands do not belong to the marketing department. According to him, "They are supra any function and need to be lead from the top." CEO's and other managers need to realize that by focusing on creating brands as a vessel of genuine value they set in motion an integrated direction for staff, customers, suppliers, shareholders and social investment. Furthermore, by securing commitment to one's brand, people are empowered to take value-adding decisions. If you really want to stand out in an insanely crowded marketplace, branding is the only way you are going to do it.

Traditionally thought had it that the purpose of business was a vessel that created profits. But today's enlightened companies and CEOs see the purpose of business being the creation and addition of value as uniquely defined to meet the needs and wants of customers, consumers, shareholders and staff. This value though must be distinct, different and relevant to the current

set up. The value derived from the business is the net effect of the benefits less the cost of doing business. Value = BENEFITS-COST

The Benefits include:

I. Functional Benefits-Usability, durability, reliability etc.

II. Service Benefits- like warranties, guaranties, service calls etc.

III. Emotional Benefits- attachment, experience etc.

IV. Social and Environmental Benefits- environmental conservation, social investment etc.

The Costs Include:

I. Monetary cost- real monetary expenditure.

II. Time cost-time value.

III. Energy cost-emotional hustles to get the product/service

IV. Psychic cost- psychological torture.

V. Social & Environmental costs- for example environmental degradation etc.

To clearly understand branding, Cook (2002) presented two metaphors: human metaphor and the Iceberg metaphor. According to the human metaphor, the human being is where we have learnt branding. A brand as we have learnt from the human being is fundamentally unique to an individual. Just like in the life of the human being, a brand undergoes various stages of development. The key steps enumerated below are crucial.

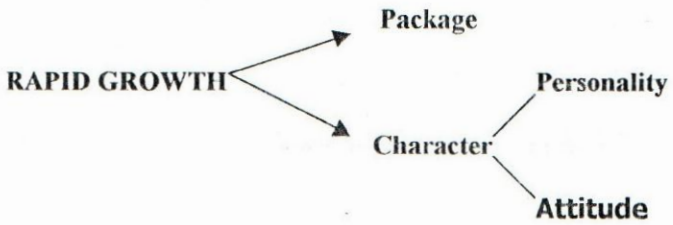
Brand Celebration and Naming

It is critical that when a brand appears in the market it is given a name that it can be identified with. What organizations fail to do and that is critical to gaining acceptance at this stage is celebrating the naming of the brand. Just like the birth of a newborn baby is celebrated, so must the birth of the brand, as this will give it the impetus and give it acceptance in the marketplace. Since the brand is new in the market, it is fragile and needs to be handled with uttermost care. Just like a newborn human being, it is delicate, helpless and has a slender margin of survival.

Consequently, the brand must be afforded the uttermost care and nurturing, by the brand managers.

Brand Packaging & Brand Character

As the human grows there, is Rapid Growth where the package changes and the building of character transpires. Similarly, as a brand develops and grows, it must be well packaged to meet customer expectations. It is important to note that in the early stages of the brand life, there is likely to be rapid growth in sales, brand development, market share etc. While it is important to build the internal capacities to meet this challenge, packaging of the product or service is very critical. According to Kortler (2003), packaging can be used as an important differentiation strategy. The differentiation strategy consists of creating a product or service that is perceived as being unique "throughout the industry". In most instances the emphasize of a differentiation strategy is on brand image. It is important to realize that since a brand is multi-dimensional in functionality, and perceived value derived from its use, the packaging should be dynamic to reflect the multi-dimensional functionality of the brand and its dynamism. This will be dictated by the prevailing circumstances. Equally important to the brand packaging is brand character. Just like a new baby born, a new brand has to acquire its own character, which will give birth to brand personality and brand attitude. It is the sum of our intangible and tangible attributes that make up the identity of a person. To products and services, it is the attitudes, attributes and perceptions associated with it that give it the identity.



Source: author

Repositioning & Reinvention

A brand in its new stage has to learn very fast about its environment. Just as a human being has to compete with other siblings for attention, affection, loyalty, recognition, so is a product or service. Keller (2002), states that brand positioning starts with "establishing a frame of reference, which signals to consumers the goal they can expect to achieve by using a brand." Choosing the proper frame is important because it dictates the types of associations that will function as points of parity and points of difference. In some cases, the frame of reference is other brands in the same category e.g. Coca-Cola and Pepsi (both are soft drinks). For others the frame of reference might be brands in disparate categories. Coke, Gatorade, and Snapple belong to the soft drink, sport drink, and iced tea categories, but they potentially share the frame of reference that consists of all thirst-quenching drinks. Just like in a human being, one variable that might influence the choice of frame reference is the product's stage in the life cycle. When a new product is launched, competing products are often enlisted to serve as the frame of reference so that consumers can quickly discern what the product is and what goal it serves. In later stages of the product life cycle, growth opportunities (and threats) may emerge outside the product category. Accordingly, shifting the frame of reference may be necessary. Consequently, it becomes important for the brand to position, reposition and reinvent itself during its lifespan. Reinvention or renewal rejuvenates a brand.

History & Culture

Some critical lesson that the human brands lend to branding is history and culture. Human brands have history and culture. All cultures have language, traditions, and stories to tell. The classification of brands as cultural objects means that brands should be expected to behave similarly to culture itself. So, just as culture is not static, brands cannot be static otherwise they will be left behind and die. Culture can also adapt to its surroundings and thus brands need to adapt to their surroundings: global brands should adapt to the local surroundings of the host countries; national brands should adapt to regional surroundings. Brand strategies, marketing

strategies and communication strategies need to consider these. Likewise all good commercial brands must have interesting stories to tell, must have a culture and history. The culture of the brand needs to be fostered and aligned with its consumers so that the consumers can have a sense of belonging with the brands. If brands can build on this relationship, they can be part of the lives of the consumers and thus grow and evolve with the consumer.

Distinctive Packaging and Voice

Though all human beings are fundamentally the same, or the product is fundamentally the same, their packaging and voice is distinctive. Similarly, a branded product or service must have a voice and tone that can be attached to it.

Brand Manager

A brand must have a manager. In the Human Metaphor the Mother, best displays the attributes of The Brand Manager. Where she is nurturing, mothering, and empathetic and does detailed management, passionate and serious commitment. For all good and services, that kind of detailed and specific management is required for product and service development.

Brand Leader

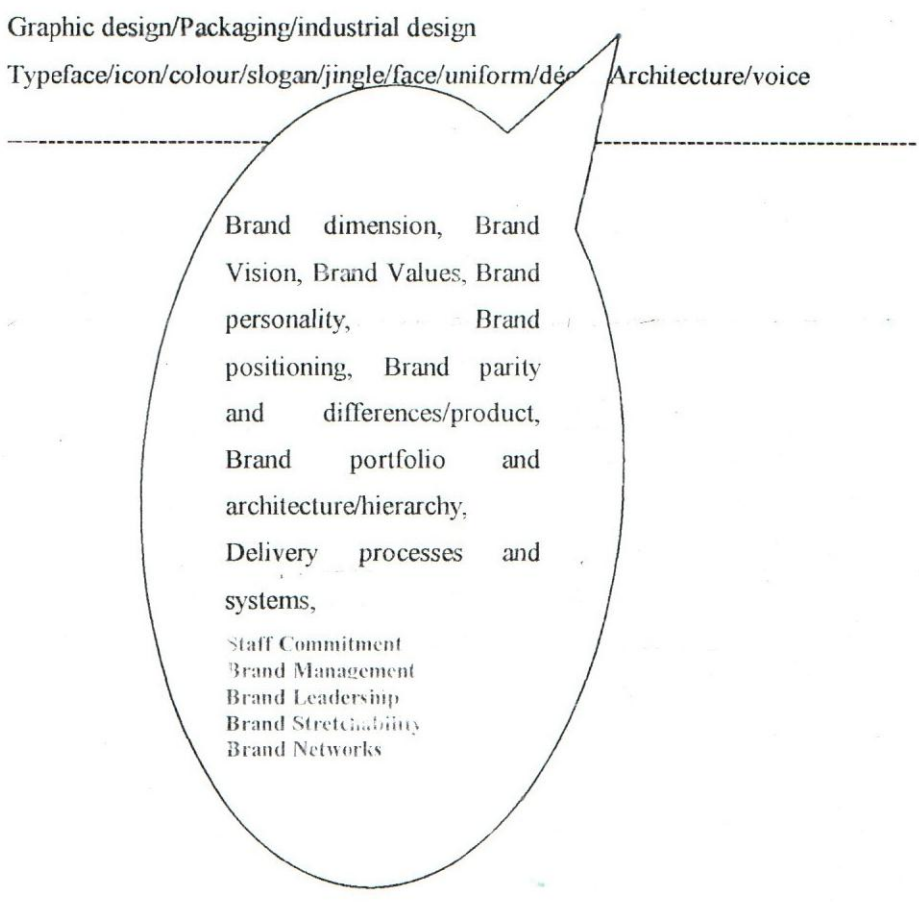
In the human metaphor, the father best depicts the attributes of the brand leader, where he is futuristic does the planning and has high energy. Just as a brand service or product needs a manager, so must it have a leader. A brand leader in business terms should, as a rule of thumb be typified by the CEO. According to Cook (2005) a significant reason for brands not always being led by CEOs and top management is the reality that most textbooks fail to directly link management to either customers or brands. Comments by a CEO on a Harvard programme are typical: 'Before you become a CEO, you prided yourself in visiting every unit in the region, you got to know the employees, you spoke directly with customers-you had your hands on the pulse of the business. Since you became CEO....you have lost touch and the unavoidable gaps in your own expertise loom larger than ever."

ESSENCE

Above all this, a good brand must have essence, a call, a spirit, a heart and this is the part of the brand that you cannot change. A reputation is also important to a brand. All good brands must get a foothold of where they would want placed. Essentially, a brand must fundamentally hold a space in one's mind of how you view it or how you position it against other brands.

ICE-BERG METAPHOR

A brand consists of several components. In the depiction of the iceberg over-leaf, the power of the brand is below the dotted surface but equally important is the top surface. The big brand builders walk the innovation talk. They live on the "lunatic fringe" – (GE's Jack Welch). They work tirelessly to create and sustain a vibrant culture of innovation. In their exciting and original book, Marketing Aesthetics, Bernd Schmitt and Alex Simonson got to 'the heart of effective branding... that is, creating a memorable sensory Experience (MSE). We usually punish people by removing sensory stimulation. People need to Look, Feel, Taste, Touch, Sound, and Smell. They want to feel the texture, see the colour and enjoy the typeface.



According to Keller (2002), a strong brand must have ten characteristics:

i. The brand must deliver clear benefits against real consumer needs. Some of the questions one need to ask here is: have you attempted to uncover unmet customer needs and wants? Do you focus relentlessly on maximizing you customers' product and service experience?

ii. The brand constantly evolves to keep up with changing consumer demands. This means that the brand stays relevant. To be able to stay relevant, a brand must keep in touch with customers' tastes, and keep in touch with current market conditions.

iii. The brand is priced to offer undeniable value from a consumer perspective. Price, cost and quality must be optimized to meet or exceed customers' expectations. To be able to do this an organization must have a system in place that monitors customers' expectations of its brand value.

iv. The brand occupies a unique niche in the target consumer's minds. The brand must be well positioned and one must establish necessary and competitive points of parity with competitors.

v. The brand is positioned consistently over time despite its need to evolve. A brand should be able to build a desirable reputation in the mind of the customer. A brand can position itself by highlighting a unique feature/attribute, benefit or even by highlighting a price: quality ratio or value for money. Others might even highlight a unique usage or application or even create a new category e.g. health drink.

vi. The brand adheres to logical and understandable brand architecture. The brand portfolio and hierarchy make sense. The corporate brand should create a seamless umbrella for all brands in the portfolio. However, it is important that the brands in that portfolio hold individual niches, but most importantly, the brand hierarchy must be well thought and well understood.

vii. The brand is supported by the full repertoire of marketing activities. Here it is important that one chooses and designs a brand name, logo, symbol, slogan, packaging, signage and so forth to maximize on brand awareness. It is important to implement an integrated push and pull marketing activities that target both distributors and customers.

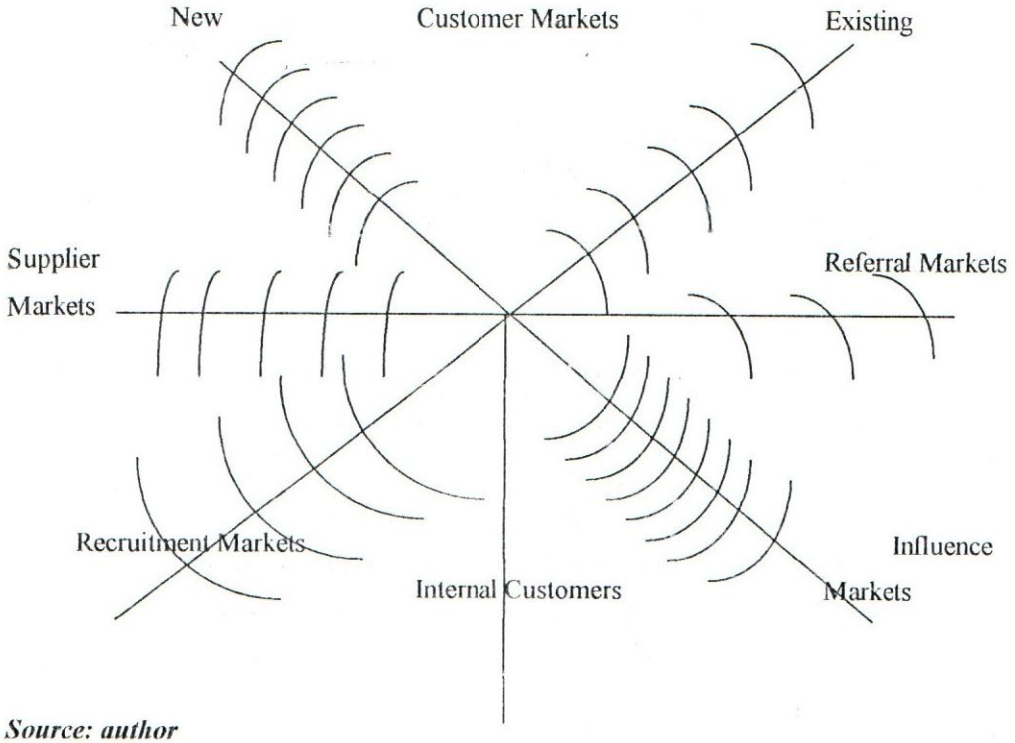
viii. The brand's managers understand all the complex dimensions of the consumer's relationships with the brand. You should know what customers like and do not like about a brand. There is also need to be aware of all core associations people make with your brand, whether intentionally created by your company or not

ix. The brand is given consistent long-term support rather than spasmodic bursts of investments. This support should include research and development funding.

x. The nature and sources of the brand's equity are constantly monitored. Here a brand charter must be created. This charter defines the meaning and equity of the brand and how it should be treated. Periodic brand audits to assess the health of the brand must be carried out to assess the health of your brand and to set strategic direction.

For successful branding, an organization should and must know how to segment and target the market. Prioritizing your markets, finding customers who add value and identifying key clients and analyzing those clients is crucial to branding success.

YOUR MARKETS



Source: author

For the purpose of this study, only existing customers of Safaricom and Celtel were used.

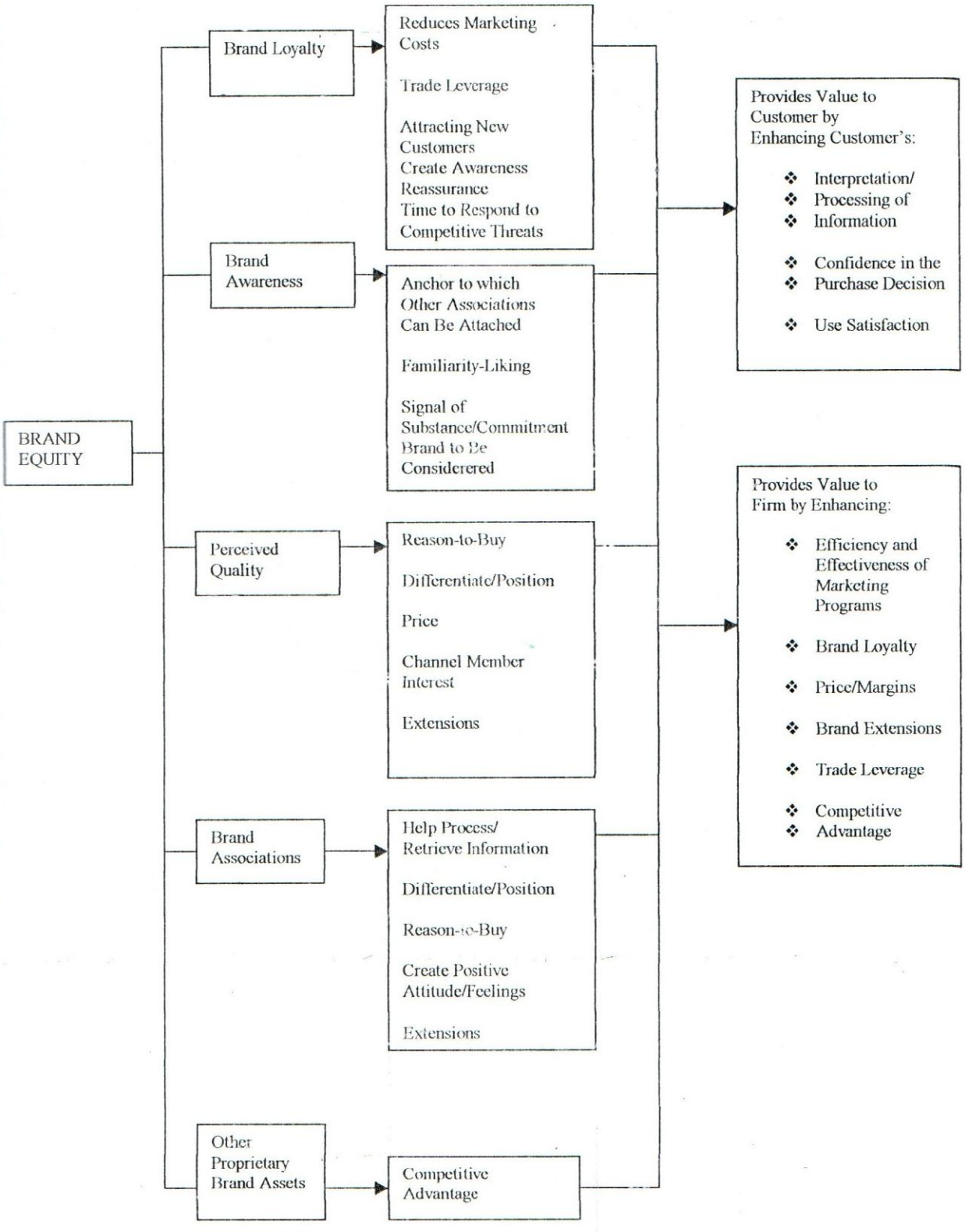
In any service, few can obtain customers but anyone can loose them. In this regard, one has to ensure that you build your brand internally, build efficient processes in your business model and create marketing support structures for your brand. Crucial to all this is that one must be able to communicate effectively about his brand. Five mental 'bins' have to be filled for branding to be effective. These are **Category need**, **brand awareness** (usually done through Public relations, publicity campaigns and advertising), **brand attitude** (usually achieved through sponsorships), **brand purchase intention** (e.g. through website), and **purchase facilitation**. For the purpose of this study, only the brand attitude was considered.

2.2 Brand Equity

Brand equity is the sum of assets (and liabilities) linked to a brand's name and symbols that adds to (or subtracts from) the value provided by a product or service to a company and its stakeholders. Major Asset categories of brand equity are brand name awareness, brand Loyalty,

Perceived quality, and brand Associations. As exemplified in the diagram overleaf, these assets are inter connected and add value to the brand.

CONCEPTUAL MODEL OF BRAND EQUITY COMPONENTS



Source: Brand Leadership Feature by Gordon Cook

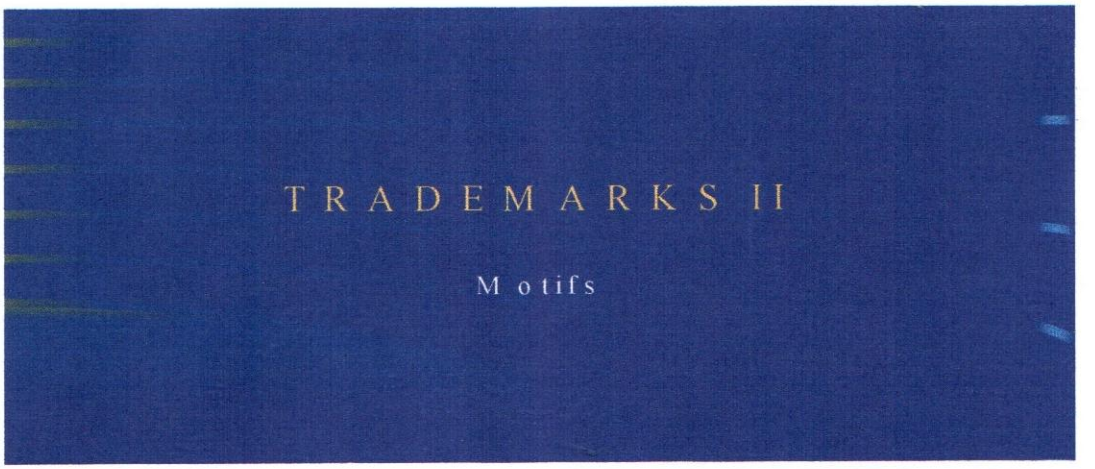
2.3 Types of Brands

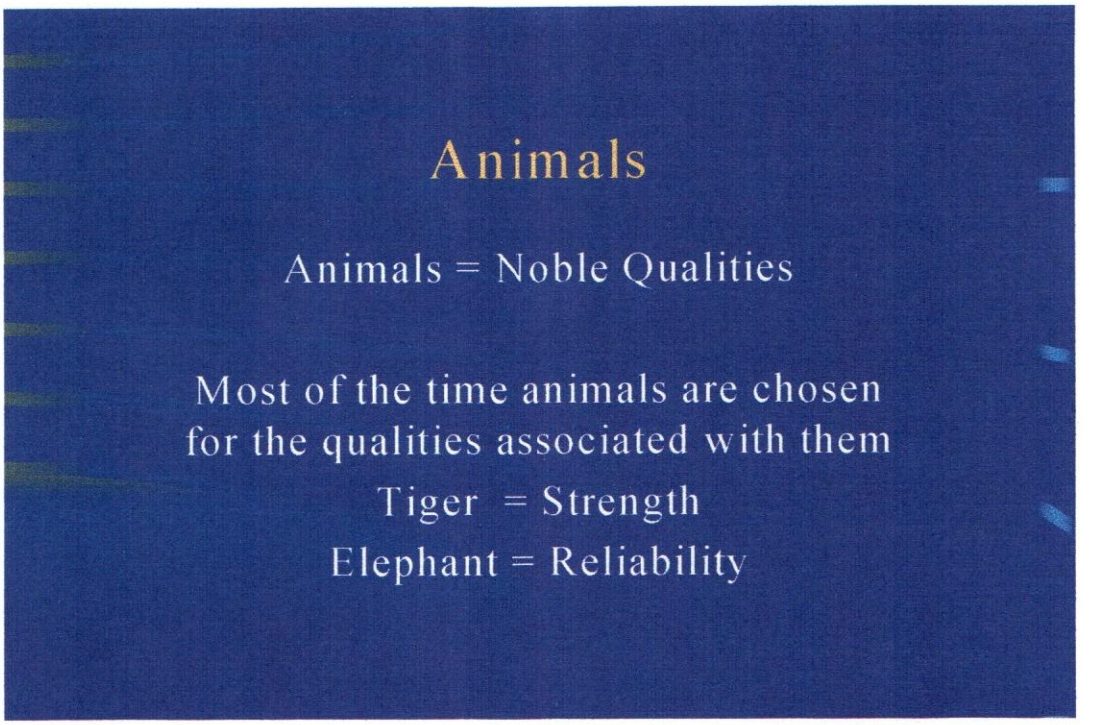
Cook (2005) identified 8 sets of brand types; master brand, an endorser plan, an energizer brand, a sub brand, an umbrella brand, a cash cow brand, a strategic brand, and a flanker brand.

- Master brand- it is the primary indicator of the offering, the point of reference that will give the product a foot holds in the market. For example Toyota has corolla, Lexus, etc or Suzuki that has Suzuki escudo, Suzuki Nomade etc.
- An Endorser brand is a brand that provides credibility and substance to the offering.
- An Energizer brand – is one that rejuvenates or enhances mainstream brands in the portfolio.
- A Sub brand augments or modifies a master brand. It is important to have sub brands that not only augment the main brand but also offer positive brand associations. For example, Colgate has Colgate toothpaste, Colgate dental flows, Colgate tooth brushes, Colgate whitening, Colgate kids toothbrushes, Colgate oral care centers all which augment the mother brand of Colgate.
- An umbrella brand defines a group of offerings under a common brand. For example, Microsoft Computer has excel and word as members of its group.
- A cash-cow brand is a brand that does not require as much investment as other portfolio brands.
- A strategic brand on the other hand significantly impacts on competition and is usually futuristic and a high-risk brand. as really it is testing the waters.
- A flanker brand is a brand launched to protect your flanks with no necessarily long effect. Like when coke introduced diet coke to wade of competition from Pepsi that had introduced diet Pepsi.

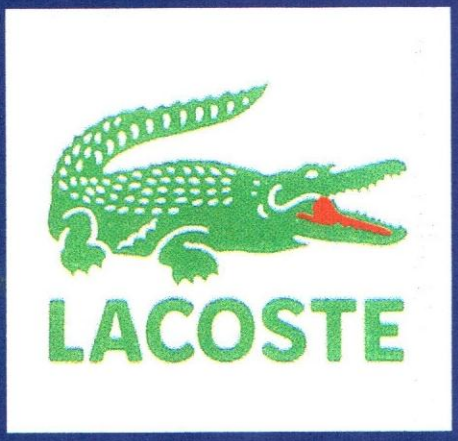
2.4 Brand symbols and taxonomy of brand trademarks

Trademarks are often used in designing or associating a brand with a certain virtue or meaning. Symbols often used include animals, handwriting, signs, stars, hearts etc. In the examples provided below, trademarks are grouped according to the motifs used in their design. It is important to note that the grouping is only a "possible" because one trademark does not necessarily have the same meaning to all users at all the time.





Animals



- Lacoste
- In the late 1920s. tennis pro Jean Rene Lacoste. a real fighter ws given the nickname 'the crocodile"
- Design Robert George 1933

Animals



- Merrill Lynch
- For a company that specialises in financial services, the bull can have connotations of being "Bullish" as well as the '"Bull Market"
- Design King-Casey 1973

EGERTON UNIVERSITY LIBRARY

Animals



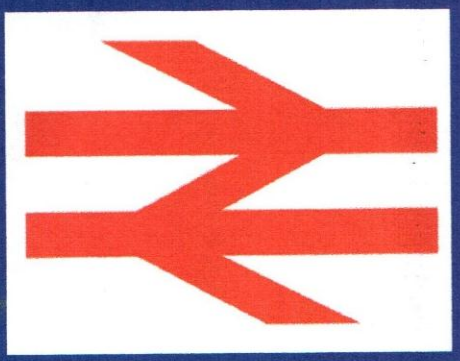
- WWF (World Wildlife Fund)
- The Panda trademark was designed by ornithologist, artist and founder Sir Peter Scott. Of his choice Scott said: "We wanted an animal that is beautiful, is endangered and one loved by many people in the world for its appealing qualities.
- Design Sir Peter Scott 1961

Arrows

Arrow = Movement and Direction

Both meanings are relevant
for a trademark used by a
transport company.

Arrows



- British Rail
- The official British Rail interpretation: "Two-way traffic arrows on parallel lines representing tracks'
- Design : Design Research Unit 1965

Arrows



- Amtrak
- 'A motion oriented' service mark in red, white and blue is how Amtrak describes its American Flag-Coloured arrow
- Design: Lippincott & Marguiles 1971

Birds

There is Great diversity and even disparity in the meanings of birds.

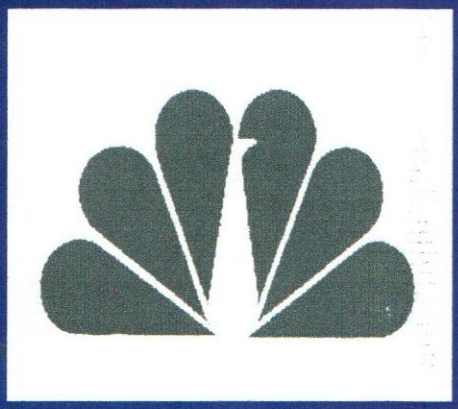
Though their association with flight means that they often represent physical flight. since ancient times they have symbolised political power.

Birds



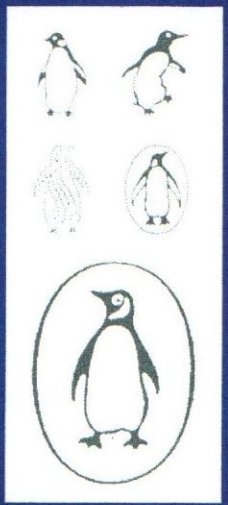
- LUFTHANSA
- Nothing could be more appropriate than a bird as a trademark of an airline. This bird was a result of a competition held in 1919. First used in 1920 and has never been grounded.
- Design: Otto Firle 1919

Birds



- NBC (National Broadcasting Corporation)
- The Peacock signals the pluralism of a great broadcasting network in a colourful way.
- Design: Chermayeff & Geismar 1986

Birds



- PENGUIN UK
- The first Penguin trademark was designed by a 21 year old office employee, Eduard Young, whom the publisher sent to the zoo to do some sketches of a penguin. Fifteen years later Jan Tschichold designed the penguin we use today.
- Design: Jan Tschichold 1949

Crosses

The cross is not exclusive to the Christian faith.In the western world it preceded Christianity

When a sign has a strong emotional value, it can generate strong feelings in groups you do not identify with it.

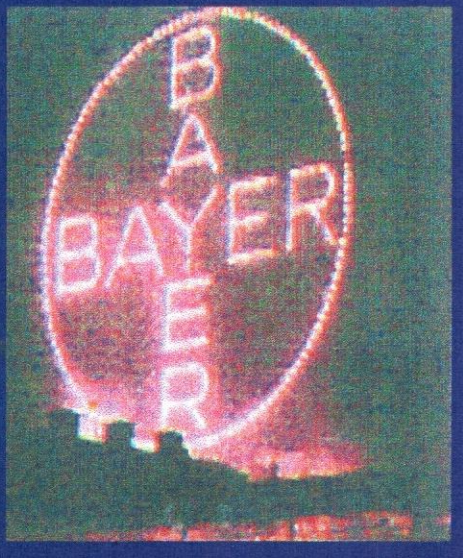
Crosses

- Swissair



- The red Parallelogram with the white cross says both 'aviation' and 'Switzerland'.
- Design: Karl Gerstner 1974

Crosses



- BAYER

- One of the most successful cross trademarks. Almost timeless, clinically clean. It is equally suitable whether embossed on asprins or lighting the night sky at headquarters - Leverkusen Germany.

- Design: Hand Schneider 1900

Dogs

Man's best friends also serves as a motif for some of the best known trademarks.

A huge variety of breeds are drawn on , all giving very different associations

Dogs



- HMS (His Masters Voice)
- (EMI UK) Probably the best known canine trademark in the world. The slogan was registered as the name mark itself.
- When the company tried to break away from the dog some years ago, there were strong protests.
- Design: Francis Barraud 1889

Dogs



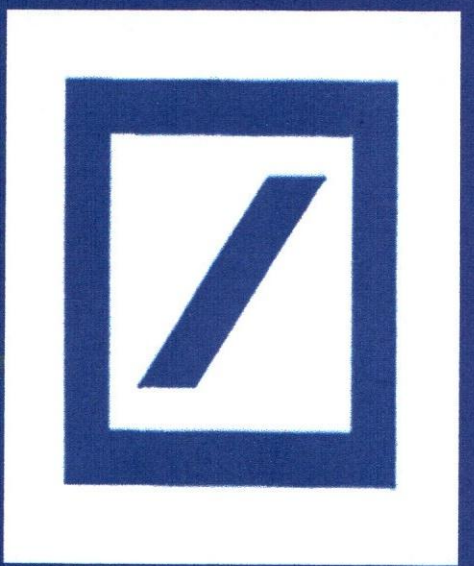
- GREYHOUND
- The greyhound is a fast runner and a great metaphor for a bus service
- Design: Raymond Loewy
- Mid-1950s

Geometric Figures

Some of the best trademarks
- and legions of bad ones

The best ones are simple and well treated by repetition and reputation

Geometric Figures

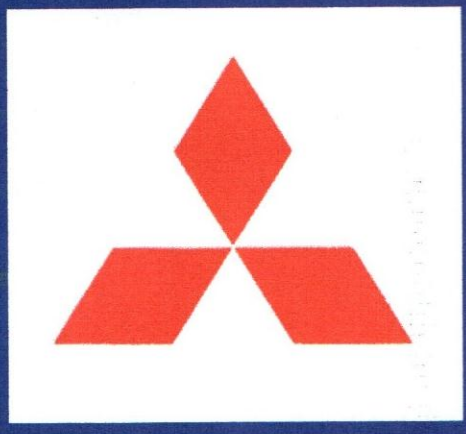


- DEUTCHE BANK

- Simplicity in its purist form
  Positive growth is amplified in the diagonal.

- Designer: Anton Stankowsky 1974

Geometric Figures



- MITSUBISHI
- Explained by the company's name: *mitsu* means 'three' and the word *bishi* which means 'rhombuses'
- Designer: Yataro Iwasaki, 1870

Geometric Figures



- LONDON UNDERGROUND
- Takes its form from a train wheel
- Designer: Edward Johnston, 1933

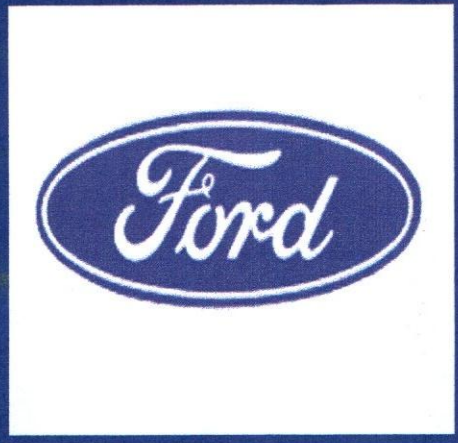
Handwriting

A logotype in the form of a hand written signatures, guarantee, responsibility, pride and quality.

Most handwriting trademarks are proper names, but they can also be descriptive names like Coca-Cola

Handwriting

- FORD



- Child Harold Wills developed the first stylised Ford script. The typeface was a standard typeface known as 'Heavy script No. 9' In 1912 the oval was added., and since 1928 there has been virtually no change.
- Designer: Child Harold Wills 1903

Handwriting

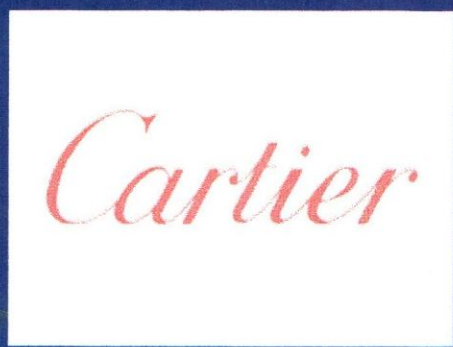


- HARRODS

- In 1984 the famous department store added 'Knightsbridge' to its name mark.

- Designer: Minale Tattersfields 1967
- Redesigned: Minale Tattersfields 1984

Handwriting



- CARTIER

- Originally jewellers and watchmakers, Cartier today lends its name to a long line of prestigious products.

- Designer: Unknown. Before 1888

Hearts

Often used to symbolise love,
it also refers to heart and health
in a medical context.

Hearts



- Kaffee HAG
- Kafee HAG is decaffeinated and thus spares the heart.
- Designer: Alfred Hunge 1911

Hearts



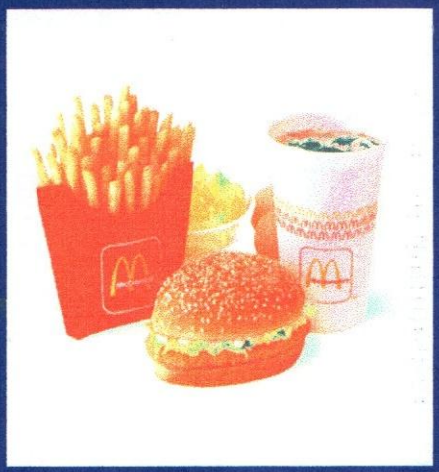
- I Love New York
- Probably the most copied statement in the world. Hardly a trademark!
- Designer: Milton Glazer, 1975

Initials

Initials provide designers with a valuable shortcut which allows them to dispose with the full company name.

(For practical reasons the following samples are single initial marks)

Initials



- McDonalds

- The McDonald's golden arches 'M has become a world wide synonym for a hamburger meals.

- Designer: Jim Schindler 1962

Initials



- Volkswagen

- VW has two theories about its origin. One theory says that Franz Xavier an employee of Dr. Porsche designed the mark. The other is that Martin Freyer designed the mark for a competition organised by DAF. Neither of the theories can be verified today.

- Designed: 1938

Mythology

Mythology - Greek, Roman and that of other cultures - provides a rich repertoire of signs ready to be adapted and revitalised for commercial and other uses.

Mythology



- Nike
- Nike was the goddess of victory in Greek mythology. She had wings, an appropriate symbol for runners' shoes.
- Designer: Caroline Davidson 1971

Mythology



- Interflora
  - Mercury is remembered as the speedy messenger of the gods.
  - He was himself a god of roads, and boundaries, as well as commerce, trickery and theft.
  - Designer: Earnest Beach Smit 1917

Mythology



- Goodyear
  - The founder of of Goodyear, Frank A. Seiberling, chose the Wingfoot symbol as the company's trademark. The source of inspiration was the statue of Mercury in their family home.
  - Designer: Frank A. Seiberling 1900

Numbers

Remember that some confusion may occur when a company name begins with a digit.

- for instance, when a customer looks for it in a telephone book: will the number appear in the front of the alphabetical listing, is it spelled out, or will it appear at the end?

Numbers



- 3M (Minnesota, Manufacturing & Mining)
- The 3M represents a fundamental type of initial abbreviation.
- Designed: 1906
- Redesign Siegle & Gale 1974

Numbers



- Chanel No 5
- One of the most name numbers ever. Chanel No.5 competes with Chanel No 19 and other line extentions.
- Designed: Coco Chanel 1925
-

Numbers



- 7 Eleven
- 7-Eleven stands for the original opening hours of the shops in this chain.
- Designed: Allan Dodd 1946/7

Stars

They stand for hope, happiness and immortality. In contrast to realty, stars are pointed. If a star is five pointed and appears on a flag, it stands for freedom, however companies that use stars invent their own interpretation

Stars



- Texaco
- Texaco Gasoline Company
- Designed: Anspach Grossmann 1981



2.5 Brand Differences

According to Keller, Sternthal, Tybout (2002) careful analyses show that there are three types of brand differences: brand performance associations, brand imagery associations and consumer insight associations. By considering each of these kinds of differences, you can better target your message.

Brand performance associations relate to ways in which a product or service attempts to meet customers' functional needs. These associations are based on intrinsic properties of the brand e.g benefits that prompt consumption, brand's reliability, durability and serviceability. Service effectiveness, efficiency and empahathy are also in this group of intrinsic properties. Speed, courtesy, accuracy, style, design, price and value associations might help differentiate a brand from its competitors.

When considering where to buy a capital item like a car, consumers are keen to study the performance indicator properties, but making choices based on experience – such as where to eat dinner-consumers use brand imagery associations. Brand imagery is established by depicting who uses the brand and under what circumstances.

Consumer insight associations are generally used when a brand's performance and imagery do not differ much from those of the competition. If all other measures are equal, a brand can show it has insight into the problems or goals and then make the case that it is the solution.

2.6 Cause Branding

Today's organizations have the inherent challenge of dealing with all problems, complexities and puzzles within and without their organizations. Businesses operate in certain environments outside their domain of activities and must therefore take account of, deal with and respond to the demands of the environment. This therefore, implies that every time managers of businesses or organizations plan, they must take into account the needs and desires of the members of society outside the organization as well as the needs for material and human resources. According to Berle (1963), Social responsibility is a nebulous idea and hence is defined in various ways. Social responsibility is the managers' responsiveness to public consensus. This means there cannot be the same set of social responsibilities applicable to all countries at the same time. These would be determined in each case by the customs, religions, traditions, level of industrialization and a host of other norms and standards about which there is a public consensus at any given time in a given society. According to Davis (1974), the term "social responsibility" refers to two types of business obligations, viz.

a) The social-economic obligation, and
b) Social-human obligation.

The social-economic obligation of every business is to see that the economic consequences of its actions do not adversely affect public welfare. Among others, this includes obligations to promote employment opportunities, to maintain competition and to curb inflation. The social human obligation of every business is to nurture and develop human values such as morale, cooperation, motivation, and self-realization in work.

Due to the above and in-order to sustain their businesses, corporations today have started CSR programs. The inclusion of CSR pronouncements in mission statements, or in their set of core values has been seen as a progressive move that is radical in nature, in present corporate Kenya. In the world over, companies are turning a concern for causes into long-term brand equity. In these organisations, comprehensive social commitments have become an integral way to conduct business and a core competent corporate reputation, brand personality and organisational identity. Strategic cause programs provide companies with valuable leadership

and differentiation strategies as well as enhanced brand equity and credibility, greater reach and significant resources and relationships.

To be in line with other corporate organisations that have responded well to societal challenges, Safaricom come out with clear distinct CSR programs that stand to benefit their suppliers, vendors, customers and other business associates.

Cause Related Marketing (CRM) and CB have shared similarities in three main areas. Firstly, in both programs, organisations have to associate its product with a perceived social good and thus boost its appeal to a defined market segment, which shares this perception. Secondly, both aim to derive bottom-line benefits from increasing market share in the target segment. Thirdly, unlike most marketing initiatives, CRM and CB seek to change purchasing patterns and serve a larger societal goal of changing personal behaviour or public policy. However, in CB, companies move one step further by differentiating themselves from the competition by building an emotional, even spiritual bond with their customers by advancing unique causes that cannot only be easily imitated but are deep substantive and strategic. These causes can be done in partnerships with NGOs or in direct partnerships with customers. However, organisations should carefully pick partners that will help advance their cause. It should be noted that charitable and NGOs are at times not the best partners. This is simply because, their goals, priorities and aspirations might not be in tandem with that of the organisation. Companies should strategically leverage their resources, whether they are professional skills, technical skills or such physical assets as distribution networks to gain maximum advantage of its CSR programs.

According to Cone and Feldman (2003), a Cause branded program has two main objectives: business objective and philanthropic objective. The business objective can be anything from increasing sales, forging new business relationships, improving customer loyalty and enhancing overall reputation. The Philanthropical objective can include raising awareness of a critical

Perceived personality cannot necessarily be objectively determined, in part because it is a perception and also because judgments about what is important to customers are involved.

Consumers often judge the quality of a product or service based on a variety of information that they associate with the product. These informational cues have been dichotomized into intrinsic and extrinsic cues (Olson, 1977; Olson and Jacaby, 1972). Intrinsic cues involve the physical component of the products (e.g. flavour, colour, texture, e.t.c.). Extrinsic cues on the other hand are product related but not part of the physical product itself. They are by definition outside the product e.g. price, brand name, and level of advertising, amongst others.

2.8 Evaluation of Brand Personality

Consumers when purchasing goods employ many tangible cues to judge quality. When purchasing services, fewer tangible cues exist (Mukiri, 2001). In most cases, tangible evidence is limited to the service provider's physical facilities, equipment and personnel.

Keller (1996) enumerated what he termed as the dimensions of brand personality as spelt out below.

Dimensions of Brand Personality

Sincerity	Competence	Ruggedness	Sophistication	Excitement
Domestic	Reliable	Tough	Glamorous	Daring
Honest	Responsible	Strong	Pretentious	Spirited
Genuine	Dependable	Resilient	Charming	Imaginative
Cheerful	Efficient	Rugged	Romantic	Up-to-date

Source: Kevin Keller

If a service provider knows how the consumer will evaluate the service then it is possible to suggest ways on how to influence these evaluations in a desired direction (Gronroos, 1982). In this context, customers' expectations may be defined as the desires or wants of customers, that is, what they feel a service provider should offer rather than would offer. It is worth noting that in a business-to-business context, the concept of expectations can be modified to encompass the idea of 'negotiated' expectations. That is, brand personality is measured in terms of the extent to which personality as perceived by the customer meets or exceeds levels of expected services.

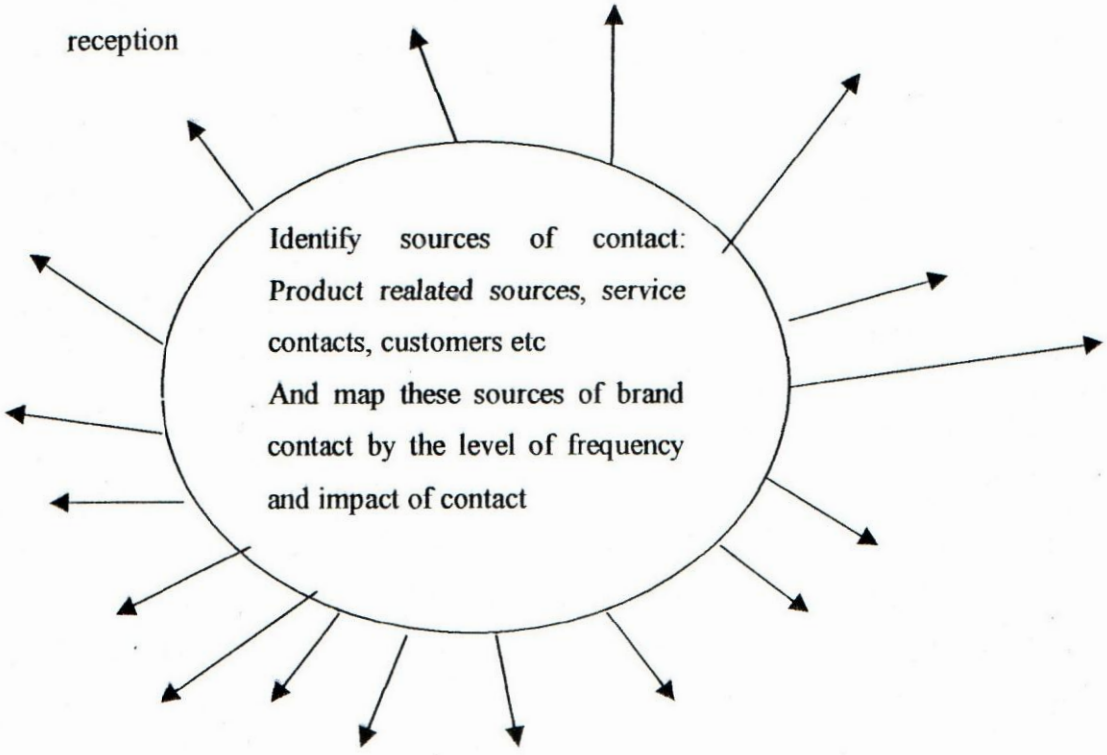
2.9 Service Quality

Gronroos (1982), postulated that two types of service quality exist:

(a) Technical quality, which involves what, the customer is actually receiving from the service.

(b) Functional quality, which involves the manner in which the service is delivered.

Both technical and functional quality are postulated from the frequency and impact the customer gets from the various brand contact points through the process of service delivery and service reception



Source: author

You need to Map out sources of Brand Contact, getting to know the frequency of contact and the impact of contact. This is important because every point must communicate and reinforce the identity of the brand, so that one may have a consistent brand image.

To be able to obtain a high level of functional and technical quality, a firm must possess brand focus. When we talk about brand focus it really boils down to 'What is one thing that you think

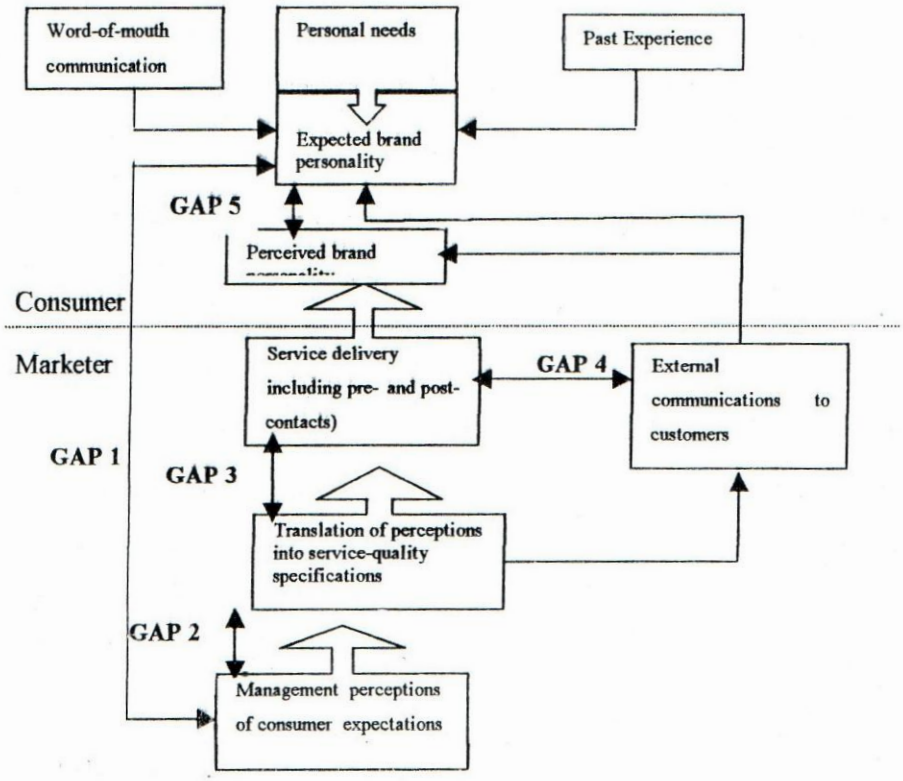
is unique about the product/service.' Kotler (2003) reasons that "Brands represent the value promise about the total resulting experience that customers can expect." While according to Kapferer (2001) "A brand is a particular sense of meaning and direction". The summation of the above descriptions attests to one truth that a good brand is one that puts the consumer into future context. The value of the brand comes from its ability to gain an exclusive, positive and prominent meaning in the minds of a large number of consumers.

According to Palmer (1992), for companies to better understand the expectations and perceptions of their customers they can use the SERVQUAL technique. It is applicable across a broad range of service industries and can be easily modified to take account of the specific requirements of a company.

2.10 SERVQUAL (service quality) model and Service Gaps

The world over, the major talk is on customer focus. The design of the product or service must in its initial stages take care of what the customers' needs are and expectations. According to Okach (2000), "It is important that the said company's products meet the needs and expectations of the customer". There are certain pertinent expectations that customers have. As Keller(1996) put it, "You can be distinctive and different but if you avoid the parity point, then you will miss the point." In all industries and categories of businesses, there are certain points that have become to be known as 'must do in business'- this is what is now known as the parity points. These expectations or parity points are based on word of mouth, past personal needs and external communications from the service provider experience, and comparisons with other players in the same industry. Owino (1996), identified five gaps, which lead to poor service quality; the major contributing factors to the gaps and finally presented a model for continuously reducing the gaps and hence improving service quality. Palmer (1992), identified five gaps where there may be a shortfall between expectation of service level and perception of actual service delivery.

CONCEPTUAL MODEL OF SERVICE QUALITY



Source: George and Shirley-Ann (1996), Relationship of the attribute levels to service quality and customer satisfaction, International Journal of Quality and Reliability Management, vol 14 No. 3, 1997, pp. 274;Quoted from unpublished MBA project, Njoroge, Joseph Kibere, Customer's pereception of service Quality in a decentralized system in the public utility sector in Kenya :The case of KPLC

GAP 1: ***Difference between management's perception of consumer expectations and Consumer's expected service:***

Knowing what customers expect is the first and most critical step in service delivery. Providing a service that customers perceive as excellent requires that a firm understands customers' expectations. A perceived excellent service will result in high brand loyalty, higher brand awareness, higher perceived quality, and positive brand associations which eventually translates to higher brand equity. What a company might consider as important may not necessarily translate to the same importance that customers may attach to the same issue. The difference between what customers expect and what management perceives they expect is often the result of overlooking the need to fully understand customer's expectations. Since service has clearly defined and tangible cues, gap one is consistently larger in service organizations than it is say in manufacturing.

Mugo (2000) suggests that the key reasons for gap one are: - Lack of marketing research orientations as evidenced by insufficient marketing research, inadequate use of research finding and lack of interaction between management and customers; Inadequate upward communication

from contact personnel to management.; and, too many levels of management separating contact personnel and decision makers. To close this gap, (Mugo 2000) further suggests that market research must focus on relevant issues such as the features and considerations that are most important to customers. This gap formed part of the basis of this study where the management's perspective on brand personality was compared with the customers' expectations of the brand personality

GAP 2: ***Difference between the Management's perception of brand I/D and the translation of the perceptions into brand image specifications***:

Once managers accurately understand what customers expect, their next critical challenge is to use this knowledge to set service quality standard for the organization. Management may not be willing (or may fail) to put in place the system to match or exceed customers' expectations on brand image. Resources' constraints, short-term profit orientation, market conditions or management indifference could all account for gap two (the discrepancy between managers' perceptions of customers' expectations). Usually, change requires a willingness to be open to different ways of structuring, calibrating and monitoring the way the service is provided.

GAP 3: ***Difference between the translated brand image and the brand I/D (including pre- and post- contacts):***

In some cases, management understands customers' expectations, sets appropriate Specifications and still the service delivered by the organization fall short of customers' expectations. The difference between brand I/Specifications and the actual brand image is the service performance gap: when the service provider is unable or are unwilling to perform the service at the desired level. Unfortunately this service – performance gap is common in the service industry. Key reasons for gap 3 are brand ambiguity, in disciplined behavior inconsistent with brand, lack of designed, recognition and reward programs that support on-brand behavior, lack of formalized internal brand audits to measure the gap between brand promise and brand delivery. Holding brand workshops helps to reduce gap three.

GAP 4: ***Difference between the promised service (from external communications) and the service delivery (including pre- and post- contacts):***

Accurate and appropriate company communication – advertising, personal selling, and public relations that do not over promise or over represent a product or service is essential in delivering service that customers perceive as high in quality or in line with their promise. The gap between what a firm promise about the service or product and what it actually delivers must be consciously and deliberately minimized. Because of the less controllable nature of human

beings, the potential to over promise on service is high. When advertising, personal selling or any other external communication set up unrealistic expectations for customers, actual encounters disappoint them. It is the role of marketing to ensure that external communications accurately (if compellingly) reflect what happens in actual service encounters, while operations in turn, must deliver the promise.

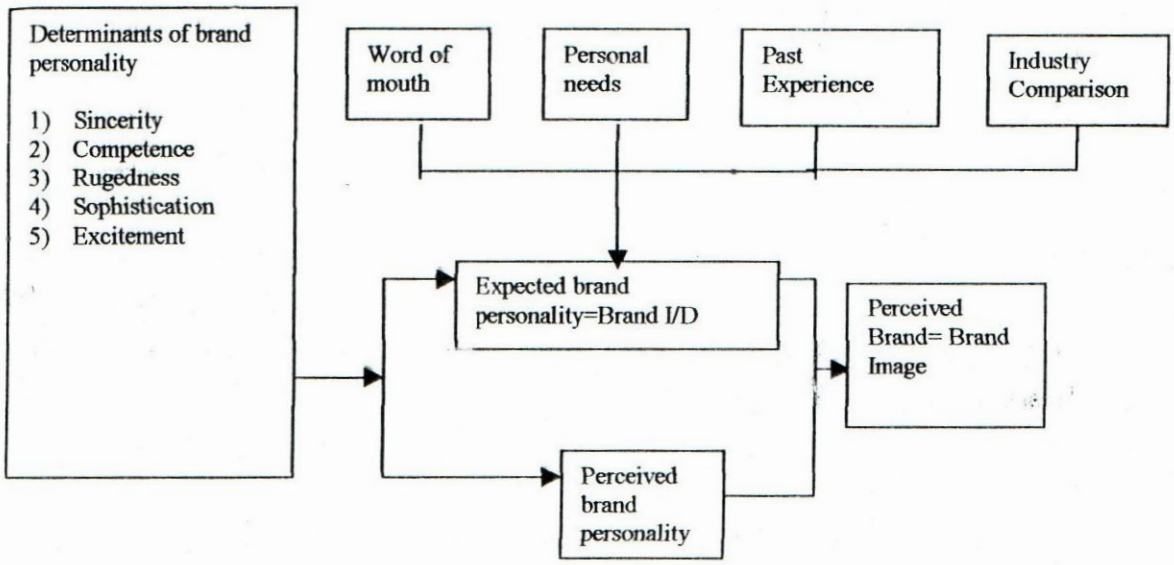
GAP 5: ***Difference between the customers' expected service and the perceived service:***

Brand equity is the discrepancy between brand I/D and brand image. This discrepancy is gap five and is made of gaps one, two, three and four. The objective of management in organizations that wish to maintain a competitive edge in brand equity is to close the gaps in all the four cases above. These result in closing ultimate gap between the customer expectations and the customer perception of the quality of service delivered (Sokoni, 1996). The quality that a customer perceives in a service is a function of the magnitude and direction of the gap between the promise and the delivered service, as perceived by the customer. This gap is influenced by the four preceding gaps. There is little chance of management acting in any meaningful way to close the gap between performance and expectations if two key variables (brand image and brand I/D) are not defined and measured. If the gap is great, the task of bridging the subsequent gaps becomes greater and indeed, it could be said that in such circumstances high brand equity will never be achieved.

2.11 Determinants of Brand Personality

Keller (1996) suggested there are number of basic dimensions of brand personality that can be generalized across markets. These are: -Sincerity, Competence, Ruggedness, Sophistication, and Excitement. These dimensions were derived from extensive multi-market research. These dimensions can be used as the basis for measuring brand personality as a starting point and then expanded to the entire industry. The perceived brand personality as gauged from expected brand personality and perceived brand personality with brand personality dimensions as inputs is shown in the figure below (Brand personality Model).

BRAND PERSONALITY MODEL (Showing Perceived brand personality from the brand personality dimensions' input).



Source :Modified and adopted from:- ***unpublished MBA project, Njoroge, Joseph Kibere, Customer's pereception of service Quality in a decentralized system in the public utility sector in Kenya :The case of KPLC***

According to Palmer (1992), for companies to better understand the expectations and perceptions of their customers they can use the SERVQUAL technique. It is applicable across a broad range of service industries and can be easily modified to take account of the specific requirements of a company.

To be able to succeed there is need to understand brand components, which are Product, Brand I/D, and Brand Image. The Brand I/D is "the how we want to be perceived" while the Brand image is "the how we are perceived". However, for successful branding to take place the brand image and the brand I/D must have shared meaning. Through effective marketing and communication the discrepancy of the brand I/D and brand image can be minimized.

2.12 Measurement of Brand Personality

Researchers and managers of service firms concur that brand personality involves a comparison of expectations with performance. How well does the service level delivered among the five dimensions of sincerity, competence, ruggedness, sophistication and excitement matches customer expectations on the same; Gronroos (1982), developed a model in which he contends that consumers compare the service they expect with perceptions of the service they receive in evaluating service quality; Smith and Houston (1982) claimed that satisfaction with services is related to confirmation or dis-confirmation of expectations, they based their research on the dis-confirmation paradigm, which maintains that satisfaction is related to size and direction of the

dis-confirmation (Churchill and Suprenaut, 1982). In the measure of performance, it is measure of perceived performance that counts rather than the reality of performance (Christopher et. al, 1991).

Due to the intangible nature of services, consumers opt from among virtually indistinguishable alternatives and through experience develop an attitude towards the service.

Chava et. al. (1996), define Likert Scaling as a method used to measure attitudes. To construct a Likert scale, researchers usually follow six steps:-
(a) Compile possible scale items, (b) Administer these items to a random sample of respondents, (c) Compute a total score for each respondent for each item, (d) Determine the discriminitive power of the items, (e) Select the scale items, and (f) Test reliability.

The possible scale items may express a wide range of attitudes, from extremely positive to extremely negative or a five fixed – alternative expressions such as "strongly agree", "agree", "neither agree nor disagree", "disagree"'and "strongly disagree", etc. Each item requires the respondent to check, rate and tick one of the offered five fixed alternative expressions in the five-point continuum, values of 1,2,3,4,5 or 5,4,3,2,1 as assigned. These values express the relative weights and their directions determined by the favourableness or unfavourableness of the item. The brand personality dimensions are mainly based on the attitudes of the service recipient. Therefore, the five point Likert scale will be used to measure the brand personality dimensions.

From the literature review it may be deduced that there may exist some gaps between both the customers and Safaricom and Celtell management's perspective of brand personality. Regardless of type of service, customers tend to use similar criteria in evaluating brand personality. Keller (1996), has summarized them into five classes, which include Sincerity, competence, ruggedness, sophistication and excitement

This study made use of the above five dimensions of brand personality and the SERVQUAL model for the following reasons: -

(i) The literature has not reached sufficient agreement on the proper reduced set of brand personality dimensions and their exact content
(ii) The P-C-P model criticism of SERVQUAL is mainly based on the latter's "equal treatment of importance of all the dimensions of "quality" and the generalization of measurement for all service industries. However, in this particular study the relative importance of each dimension of brand personality will be assessed by statistical analysis

of all the scores by each respondent for each dimension of brand personality – this will address the equal importance treatment. In addition, the study is for the telecommunication industry in Kenya and no attempt will be made to generalize the specific findings to all service industries.

(iii) General agreement seems to exist on the completeness and relevance of the original five brand personality dimensions

This study will make use of these five dimensions of brand personality and operationalize them.

CHAPTER THREE

3. RESEARCH METHODOLOGY

3.0 Introduction

The details of the procedures used in conducting this study are covered below under the following subjects and in order of:- research design; the population of study; sample frame; sample and sample design; data collection methods; operationalising the brand personality dimensions; and data analysis techniques.

3.1 Research Design

The aim of this study was to establish customers' perception of brand personality in Safaricom and Celtel. According to Donald and Pamela (1998), such a study concerned with finding out who, what, where, how, e.t.c. is a ***descriptive study***.

3.2 The Population

The population of interest in this study was all the Safaricom and Celtel beneficiaries of cause branded programs in Kenya in 2004. The customers are segmented into those that have benefited from cause branded programs in Safaricom and those that have benefited from cause branded programs in Celtel. Homogeneity in attitude exists in each segment of the customers.

3.3 Sample Frame

A list of all Safaricom and Kencell cause branded programs for year 2004 were obtained. The customers were stratified into: - Safaricom (12); Celtell (7). From this list a list of the customers in Nakuru, Magadi, Nyeri, and Eldoret was generated, each with a population of 8 for Nakuru, 4 for Magadi, 3 for Nyeri, and 4 for Eldoret. It is from these four groups of customers that the representative sample was drawn.

3.4 Sample and Sample Design

A sample of 19 customers was used for this study. However, a targeted sample of 10 units had been earmarked for the study. This number conforms to the widely held rule of thumb that, to be representative, a sample should have thirty (30) or more test units (Wayne and Terrel, 1975). This ad hoc method of determining sample size was used rather than the statistical method due to non-availability of variables of the population of study.

Homogeneity exists in each category/segment of the customers, hence the attitudes of the customers, sensitivity of the service provider and customer awareness is the same in both Celtell and Safaricom customers. The same is true across the towns picked. Sample units were randomly selected from the customers' listing in Nakuru (8), Magadi (4), Nyeri (4) and Eldoret

(3) whereby each segment was represented on a stratified sampling basis with a proportionate allocation of sample units from the two groups of customers (from Safaricom and Celtel) and the two segments/strata, as shown in the following table, 3.4: -

Table 3.4: Calculated apportionment of targeted sample units from the population units in Nakuru, Magadi, Nyeri and Eldoret

		Population (N)		Sample Units (n)	
Area	Strata/segment of customers	Number of customers	Percentage (%) of total population	Percentage (%) of sample units	Number of customers in target sample
Safaricom	Magadi Community Library	4	21.05	20	2
	Matatu Poa	8	42.11	40	4
	Sub-total (Safaricom)	12	63.16	60	6
Celtell	Habitat for Humanity	4	21.05	20	2
	Hospice Fundraising	3	15.79	20	2
	Sub-total (Celtell)		36.84	40	4
Gross	Total	7	100.00	100.00	10

The sampling was done randomly and by visiting the available customers in their premises.

3.5 Data Collection Methods

Primary and Secondary data was collected for this study. The secondary data was obtained from Safaricom and Celtell Annual reviews on CSR. The secondary data relevant to this study included all the beneficiaries of CSR in safaricom and Celtel for the year 2004, as identified by those organizations

The Primary data was obtained by use of a survey method using structured questionnaire (attached to this proposal as **Appendix 1**). The respondents filled the questionnaire with the help of the Research Assistants, this approach was aimed at enhancing the response rate and assisting the interviewees who were not able to read or write.

The Questionnaire was divided into 3 parts, viz:

a) Part A - Was designed to obtain the general data of the respondents.
b) Part B - Consisted of attributes to be scored on 5 point Likert Scale continuum to obtain information of the extent of each customer's expectation of the brand personality in relation

to each element of the brand personality dimension of the listed attributes of brand personality.

c) Part C - Consisted of attributes to be scored on Likert Scale continuum to obtain information on the extent to which Safaricom or Celtel have performed as judged by the customers (perceived service) in each brand personality dimension. The same attributes of the expected brand personality in part B, above, were again assessed for perceived performance.

3.6 Operationalizing the Brand Personality Dimensions

In order to operationalize the brand personality dimensions, the properties of each were expounded as shown in the following **Table 3.5** and the customers formulate the questions relevant to these properties in the fourth column to facilitate assessment. The last column indicates the particular questionnaire item/s (i.e. the questions) relevant to each brand personality dimension (or determinant). The questionnaire uses the likert scale to measure the expectations and perceptions (thus, attitudes and behaviours) of the customers. Ngatia, (2000), Maina (2001) and Mwaura, 2002) have used the likert scale in their studies successfully.

Table 3.5 Operationalizing the Brand Personality Dimensions:

Broad Generic Dimensions Of Personality	Expanded Dimensions Of Personality	Definition Of The Dimension	Relevant Issues For Customers of Safaricom and Celtel	Relevant Questions in Questionnaire
1Sincerity	Domestic Honest Genuine Cheerful	The pricing strategy is based on consumers' perception of value. You have optimized price, cost and quality to meet or exceed customers' expectations	- Is the tariff structure fair? - Does their price reflective of quality delivered? - Do the care about customer well being and pressing social issues? -	1, 2, 9
2.Competence	Reliable Responsible Dependable Effecient	The brand is properly positioned and has established necessary and competitive points of parity with competitors	- Do they attend to your problems promptly? - How do they compare to the competitor in quality of service? - Do you get their service in speedy fashion.	3, 4 11
3. Ruggedness	Courtesy Credibility Security	It's a resilient brand that can weather competition from other brands while it possesses the skills and knowledge to continue performing	- Are their staff courteous? - Are their staff helpful? - Can it survive well if a third mobile phone subscriber came to the market? - Do their guarantee their work? - Are their office safe and clean? - Do they offer you information that allows you to compare their products with those of the competitor?	5, 6 7
4. Sophistication	Glamarous Pretentious Charming Romantic	The brand is consistent and adjusts its programs to keep current, it is refreshing and the brand stays relevant	- Are their offices attractive? - Are their staff well dressed? - Do their sales people look charming? - Are their uniforms attractive? - Do you like their corporate colours? - Are their ads more attractive than their rivals?	7,11
5. Excitement	Daring Spirited Imaginative Up-to-date	The brand always has new extra features it is a trail blazer in almost all aspects has future orientation	- Do the packaging of their phones look attractive? - How is the design of their building? - Do they often have newer products in the market than the competitor? - Are they more aggressive in marketing than their competitor? - Do they have interesting offers?	13, 15

For the expected brand personality, respondents specified the importance of each brand personality element (attributes of brand personality) using a 5 point likert scale, ranging from " Very Important (5) to "Not important at all (1)" , whereby:-

- The scores of both 'not important' and "not important at all" were taken to represent a variable which is of no consequence (N.C) in determining the brand personality (equivalent to

0 to 2.5 on the continuous likert scale; $0 \leq$ N.C. <2.5).

- The scores of "somewhat important" were taken to be neither important nor of no consequence (same as indifferent (I)) in determining the brand personality (equivalent to the discrete value of 2.5 at the likert scale; I = 2.5).
- The scores of both "Very Important" and "Important" were taken to represent a variable which is important (IM) in determining the service quality (equivalent to 2.5 to 5.0 on the continuous likert scale; $2.5 <$ IM ≤ 5).

For the perceived brand personality , respondents specified their experience of received service using a 5 point likert scale, ranging from " Very well" (5) to "Very poorly (1)", whereby:-

- The scores on both "Poorly" and "Very poorly" were taken to represent dissatisfaction (D) with the quality of service (equivalent to 0 to 2.5 on the continuous likert scale; $0 \leq D < 2.5$).
- The scores of fair were taken to be neither satisfied nor dissatisfied with the quality of Service or Indifferent (I) (equivalent to the discrete value of 2.5 at the likert scale; I = 2.5).
- The scores of both "Very well" and "well" were taken to represent satisfaction (S) with the quality of service (equivalent to 2.5 to 5.0 on the continuous likert scale; $2.5 <$ S ≤ 5).

The questions which relate to each brand personality dimension are shown in the last column of the above, table 3.5.

3.7 Data Analysis Techniques

This study is modelled on a descriptive framework and, therefore, descriptive statistics were used to analyse the data. Data in Part A of the questionnaire was analysed by use of frequency tables while the data of the likert scale scores in Parts B and C of the questionnaire was analysed by use of frequency tables, means, standard deviation and coefficient of variation (for each attribute and dimension of brand personality).

Means of the scores of the likert scale were used to determine the weighting factor of the importance of each brand personality dimension while the coefficient of variation was used to assess the extent of agreement by the different customers on the rated importance of the attribute and dimension. With these variables, it was possible to assess, rate and rank each brand personality dimension in terms of its weighted importance in determining the expected brand personality and the perceived brand personality. Details of how data was analysed in relation to each objective is as follows:-

Customers' expectations of brand personality (i) was analysed by use of the findings of the likert scale measurements in part B of the questionnaire whereby the Means, standard deviations and coefficients of variation for each dimension (or variable) was used to rate the relative importance of each brand personality dimension in determining the expected service by Safaricom and Celtell customers.

Perceived brand personality of Safaricom and Celtell (ii) was analysed by comparing the means, standard deviations and coefficients of variation of each brand personality dimension in Part B of the questionnaire with same values in part C of the questionnaire. By calculating the differences between the means of brand personality dimensions in parts B and C of the questionnaire, it was possible to compute the "Gap" of the brand personality which is Perceptions (P) – Expectations (E) in parts C and B, respectively. This measured the perceived brand personality (and hence, the quality gap) by the Safaricom and Celtel customers and was also a measure of GAP 5 in the SERVQUAL (service quality) model.

Differences in the perceived brand personality of the Safaricom and Celtell customers or objective (iii) was analysed by comparing means, standard deviation and coefficient of variation of the perceived service quality of the two segments/strata of Safaricom and Celtell customers.

Management's perspective of brand personality viz-a-viz the findings of the study or objective (iv) was evaluated by comparing the extent of coverage of the brand personality indicators as compared with the wide scope of the brand personality dimensions measured in part B of the questionnaire. The various dimensions in part B were classified in the scale of 0 – 2.5, 2.5 and 2.5 – 5.0, (representing, Not Important, Indifferent and Important, respectively). Then, the brand personality indicators were placed in appropriate scale, thus revealing the extent of their importance. Proportions and percentages were used to show this information. This made it possible to evaluate the extent to which Management's perspective were viz-a-viz the customers' expectations. This was measure of GAP 1 in the SERVQUAL (service quality) model.

CHAPTER FOUR

4. DATA ANALYSIS AND FINDINGS

4.0 Introduction

In this chapter, data pertaining to Safaricom and Celtell customers' expectations of service, perceived brand personality for both 'all customers'- of safaricom and celtel and 'different categories of customers' that is celtel and safaricom differently and the management's perspective of the brand personality determinants are hereby analysed and interpreted.

The questionnaires were edited and coded after they were filled in.

As is shown in the table, below, 10 out 10 of the targeted customers responded to the questionnaires.

Table 4.1 : Response Rate of the targeted sample of customers

Respondents' Type	Targeted Respondents	Actual Respondents	% Response Rate
Safaricom	6	6	100%
Celtel	4	4	100%
Total	10	10	100%

The respondents have operated mobile phone services with Safaricom and Celtel for periods shown in the Table 4.2, below:-

Table 4.2: Proportionate duration of customers' stay with Safaricom and Celtel

	DURATION	NUMBER OF RESPONDENTS	PERCENTAGE
1	Below 2 years	1	10%
2	Between 2 and 5 years	3	30%
3	Above 5 years	6	60%
	Grand total	10	100%

From the above table, it is evident that a total of 10 customers responded and they all indicated the periods they have operated their accounts with either safaricom or celtel. From the above data it is evident that most of the respondents have operated their accounts in excess of 5 years. This is explained by the fact that we only have two mobile service providers currently in Kenya, so the choice of service provision is only limited to the two. The implication of this sample with a long duration of clientele is that:- the assessment of the expected brand personality and received brand personality are mainly based on customers who have interacted with the companies for prolonged periods, this is likely to lead to objective and balanced assessment.

The formulae used for calculating the means, variance, standard deviation and coefficient of variation are as per attached Appendix 2

4.1 Measures of Customers' Expectations of service

These measurements from the likert scale scores and the calculated variables (means, standard deviation, coefficient of variation, service quality gap and proportional service quality gap) are represented in the attached tables The customers' expectations of service on the basis of the five items of the brand personality dimensions, in desending order of importance, as measured, is as summarized in Table 4.3, below.

Table 4.3 : Brand personality dimensions and their relative importance

	Service quality dimension	Mean score, Me	Coefficient of Variation, Ce	Relative Proportional Importance (%)
1	Competence	4.448	35.14	20.57
2	Sincerity	4.408	38.00	20.38
3	Ruggedness	4.342	37.52	20.08
4	Excitement	4.264	39.81	19.71
5	Sophistication	4.165	44.29	19.26
	Grand Total (Means)	21.626		100.00%

Measures of customers' expectations of brand personality (Source: Research Data).

The variables in the table 4.3 above are obtained from the respondents' scores of the answers to the brand personality attributes' questions on the likert scale which were entered in the score sheet. After these entries, the means of expectations of each brand personality dimension, Me, are calculated from the scores of likert scale scores using the formulae in appendix 2 Similarly, the coeffient of variation, Ce, of the respondents' scores on the likert scale scores for each brand personality dimension are calculated by the formulae in Appendix 2. In order to compare the

relative weight of each brand quality dimension, the relative proportional importance of each dimension is computed as follows:

$$\frac{\text{(Mean of particular brand personality)}}{\text{(Total of all means of all brand personality dimensions)}} \times 100\%$$, whose values are shown in the last column of the above table 4.3. With all brand personality dimensions comprising a 100% value the relative weight of each dimension is then as displayed in the last column of above table.

The means of scores are a measure of the relative importance of each brand personality dimension while the corresponding coefficient of variation is a measure of the agreement or disagreement of the same mean of scores by the various respondents. The lower the coefficient of variation the greater the degree of agreement, and vise versa. The mean of a brand personality dimension with more than one attribute is computed by calculating the average of the means of related attibutes. Equally, the standard deviation of a brand personality dimension with more than one attribute is computed by calculating the square root of the sum of all variances of related attributes, after when the coefficient of variation is obtained by deviding the standard deviation with the corresponding mean.

As is evident from the above table, the dimension of 'competence' with a mean score (Me) of 4.448 tops the list followed by 'sincerity' with a mean score (Me) of 4.408, then 'ruggedness' with a mean score (Me) of 4.342, then 'excitement' with a mean score (Me) of 4.264 and progresses downwards to the last item of 'sophistication' with a mean score of 4.165. The relative proportional importance ranges from 19.26% to 20.57% which shows that a generally high importance is prevalent for all the brand personality dimensions.

4.2 Perceived brand personality

The received brand personality is measured by computing the means of the scores of likert scale to the answers of brand personality attributes' answers of the received brand personality. Just like the expected brand personality in 4.2, above, the mean of a brand personality dimension with more than one attribute is computed by calculating the average of the means of related attibutes. Equally, the standard deviation of a brand personality dimension with more than one attributte is computed by calculating the square root of the sum of all variances of related attributes, after which the coefficient of variation is obtained by dividing the standard deviation with the corresponding mean.

The perceived brand personality (or Quality Gap), Me – Mr, is computed by substracting the mean of received brand personality from the corresponding mean of expected brand personality. Also, the percentage quality gap is obtained by dividing the quality gap with the corresponding mean of expected brand personality, Me (which is the value of reference) and then scaling the obtained fraction to percentage measure. This is done for all brand personality dimensions and the corresponding values of the results are shown in the Table 4.4, below:

.Table 4.4 Computed Quality Gap of the brand personality dimensions

	Brand Personality Dimension	Measure of Expected service (Me)	Measure of received service (Mr)	Quality Gap (Me – Mr)	Percentage Quality Gap $\frac{(Me-Mr)}{Me} \times 100\%$
1	**Competence**	4.4475	3.510	0.983	21.079
2	**Sincerity**	4.4408	3.701	0.707	16.039
3	**Ruggedness**	4.3415	3.610	0.732	16.849
4	**Excitement**	4.264	3.447	0.817	19.160
5	**Sophistication**	4.1645	3.547	0.618	14.828
	Average Total	**4.325**	**3.563**	**0.762**	**17.620**

Extracted from the computed variables of the likert scale scores of "all customers"

The Me values of the above table are shown on column 3 , Mr values on column 4, Me – Mr values on column 5 and percentage gap on column 6. Form the table, the overall mean score of expected service is 4.325 while the corresponding mean score of received service is 3.563. The brand personality gap is therefore, Me - Mr , which is 0.762. The proportionate percentage gap is 17.620%

The service Gaps for the five brand personality dimensions are tabulated in the above Table 4.4, in order of importance of each brand personality dimensions, as measured and computed. 'Competence' dimension has the highest mean of expected brand personality followed by 'sincerity' all the way down to 'sophistication'. The perceived brand personality gap is most for 'Competence' at 21.079% and least for 'sophistication' at 14.828% implying that Mobile phone subscribers customers are most disatisfied with 'Competence' and least disatisfied with 'Sophistication'.

4.3 Perveived brand personality of the various categories of customers

The quality Gaps or perceived brand personality by the different categories of customers with respect to the various brand personality dimensions and the overall values is shown in the Table 4.5, below. These proportionate brand personality gaps, for each category of customers are obtained in a similar way to the method used for 'all customers' data in 4.3 above (refer to details of Table 4.3). For each service quality dimension, the quality gaps are shown for 'Safaricom' in column 3, and 'Celtell' in column 4.

Table 4.5: Computed Brand Personality Gaps for different categories of customers

	Brand Personality Dimension	Calculated Brand Personality for various categories of customers (in proportionate percentage)	
		SAFARICOM	CELTEL
1	Competence	22.00	20.16
2	Sincerity	15.08	17.00
3	Ruggedness	13.94	19.76
4	Excitement	12.48	25.84
5	Sophistication	19.47	10.19
	Overall Gap for all dimensions	**16.59**	**18.59**

Source: Computed from Research Data likert scale scores of expected service and received service; computed service brand quality variables for various categories of customers

From the above table 4.4, Celtel shows a generally higher brand personality gap at 18.59% while Safaricom's stands at 16.59%. Though in specific attributes each service provider may be better or worse than the other as per customer perceptions. Safaricom is perceived to be better in sincerity, ruggedness, excitement while celtel is found to be better in competence and sophistication.

CHAPTER FIVE

5. DISCUSSION, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

Mobile services is very important to any economy in the world today. The sector in Kenya has been liberalized and there is talk of the Government licencing other private mobile service providers. With this looming threat of more fierce competition, there is need for the current players in the industry to look and know their strengths and how they are viewed by their customers. This will help them position themselves well even with new competitors. .

The objectives of this study were: - to determine the customers' expectations of the mobile service providers and to determine the perceived brand image of their customers; and to determine whether there are differences in the perceived brand personality of the customers that benefited from cause branded initiatives of Safaricom and Celtel. The pertinent discussions, conclusions and recommendations are discussed below.

5.1 Discussion

Regarding the customers' expectations of mobile service provision in the entire industry, a grand mean of 4.325 was obtained from the likert scale scores of the respondents. This means that customers rate the importance of each brand personality dimension relatively high. The low coefficient of variation of 19.7% is also an indication that the degree of agreement of the importance by different customers is quite high. The means of expected brand personality range from 4.1645 for 'sophistication' to 4.4475 for 'competence.' shows a general agreement of a high degree of expected brand personality along all the brand personality dimensions.

The revelation that customers expect very high competence and sincerity from their mobile service providers, resonates with the generally held view that quality service really and actually revovles around competence and athical business behavior.

For the perceived brand personality or brand image of all the safaricom and Celtel customers, the mean score along the brand personality dimensions, ranges from 3.510 to 3.701 with an overall mean of 3.563. With the high overall mean of expected brand I/D of , the overall service quality gap is 0.762 or 17.620% is quite significant. The highest gap is for the dimension of competence, excitement, ruggedness, sincerity and sophistication in that order competence and sincerity rank highest in the expected brand personality attributes. There is, therefore, need for

the mobile phone companies to address these issues. Safaricom should primarily address the competence issue as it lagged Celtell *This is measure of Gap 5 in the SERVQUAL model* and safaricom and celtell need to close this gap by endeavouring to undertake activities relating to closing all other service gaps in brand personality.

The coefficient of variation for the received brand personality ranges from24.3% to a high 36.8% and an overall 28.97% ; this implies a generally high level of disagreement in the assessment of received service by different respondents confirming existence of cognitive biases in the assessments of received brand personality. Comparatively, there is a relatively high level of agreement on the expected brand personality whose coefficient of variation is an overall 19.3% (ranging between 16.3% to 24.6%).

The perceived service quality for the different categories of customers indicate some difference across these different segment of customers whereby the overall gap is 18.59% and 16.59% for the Celtell and Safaricom customers respectively. All the categories rank competence, sincerity, ruggedness, excitement and sophistication as relatively vital brand personality dimensions. Equally, the order of importance for all the brand personality dimensions follows similar order amongst all the Safaricom and Celtel customers.

Safaricom expends more money in social causes, advertisements and has bigger reach and so a relatively lower brand personality gap was expected; this is confirmed by the findings of this study. However, the gaps for the important dimension of competence is very high at 22%. There is need for them to look at that aspect and see how to address it.

5.2 Conclusions

The following conclusions are pertinent for the findings of this study:

Safaricom and Celtel now enjoy almost an ologopolistic hold on the mobile phone market and there is need for them to see how they can improve on their key competencies. Further, the prove that most of their customers have stayed with them for over 5 years shows that they have a good level of customer loyalty

The perceived brand personality of mobile service users shows an overall gap of 17.620% and there is a gap ranging from 14.828% to 21.079% on all the brand personality dimensions.

Different categories of customers perceive different brand personality levels of service as the overall gap is 18.59% and 16.59% for Celtel and Safaricom customers, respectively.

5.3 Recommendations

Further to the findings of this study, the following recommendations are pertinent:

Branding is one of the best ways that an organization can add value and differentiate its operations from others. Companies all over the world are competing to look different and offer products and services that feel different. Safaricom and Celtell should not beleft behind.

The perceived brand personality or brand image for all customers show a very signficant overall quality gap of 17.620% and the highest gap is on the important dimensions of competence. This therefore implies that the feel and look good syndrome is not enough, companies should also compete on quality and customer service to gain the competitive edge. Since all customers agree on a high level of expected brand image along all brand quality dimensions, there is need for the firms engage in serious branding efforts. More importantly the have to recruit the right people who can champion their branding exercises. As competence is a key brand attribute, the firms must ensure that their branding efforts are in line with the key performance indicators, vision and values.

The general observation along all categories of customers is that the brand image gaps are significantly high and requires to be addressed through effective brand enhancement programs.

While it may not be cost effective to carry out marketing research for evaluation of the perceived brand image on monthly basis, management needs to be commited to conducting an annual formalised internal brand audit to measure the gap between brand promise and brand delivery/received in all brand personality dimensions. The firms must also be ready to use brand building and or brand dilution metrics for appriasal.

5.4 Suggestions for further research

Further research could be done in future which considers classification of customers on the basis education and income levels in order to establish whether there are significant differences of perceived brand personality. The differences in the degree of CSR received and not received may also reveal differences in the expectations of customers on certain brand personality dimesions. Research to explore these differences may be useful.

A study to reveale the relative importance of each brand personality dimension in manufacturing, and processing industries may be undertaken.

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Appendix 1: Letter of Request for Research and Questionnaire

ERIC SIMEL NAEKU
C/OEGERTON UNIVERSITY
KISII CAMPUS
P.O BOX
KISII

4th June, 2006

Dear Sir/Madam,

RE: REQUEST FOR RESEARCH DATA

I am a post graduate student in the Faculty of Commerce, Egerton University. I am conducting a Management Research on "Customer's perception of brand personality" "The Case of Safaricom and Celtell".

In order to carry out the Research, you are selected to form part of the study.
I, therefore, request you to assist by filling in the attached questionnaire. The information you give will be treated in strict confidence and is needed purely for academic purposes. In no way will your name appear in the final report.

A copy of the final report will be made available to you upon request.

Your assistance and co-operation will be highly appreciated.

Yours Sincerely,

.....
Eric S. Naeku
(Student)

.....
Dr. J.G. Naituli
Lecturer, Dept of Business
-Administration
(Supervisor of the Project)

QUESTIONNAIRE

Please respond to the following questions in parts A, B, and C, to the best of your ability and as per instructions in each part.

PART A: General Information

Please write or tick (√) where appropriate.

A1. Your name .....(Optional)
or Name of your Organization .....(Optional)

A2. Your Cell phone Number.....(Optional)

A3. Where is the location of your premises/business?. (Estate/District).

.....

A4. Please indicate the type of the mobile phone service you operate.

Celtell	( )
Safaricom	( )

A5. Please indicate the period you have operated the account in A2, above.

Below 2 years	( )
Between 2 to 5 years	( )
Above 5 years	( )

PART B

Please indicate on a scale 1 to 5, below the extent to which you consider the following attributes as important to you in evaluation of services offered by Mobile Service Provider
Please, Tick (√) appropriate Box

		Very Important 5	Important 4	Somewhat Important 3	Not important 2	Not important at all 1
1	Ability to offer match price of service and quality of service					
2	Ability to care for customer concerns					
3	Ability to attend to your problems promptly					
4	Possession of skills by field staff in solving problems					
5	Willingness to help customers					
6	Feeling of security when in mobile service provider premises					
7	Safety and appearance of mobile service provider facilities and equipment					
8	Knowledge of employees on the services they offer					
9	Flexible staff towards customers' schedules					
10	Courteous, friendly and polite employees					
11	Trustworthness, believability and honesty of employees					
12	Guarantee of the work done by service crews					
13	Convenience of official opening hours					
14	Caring and understanding staff					
15	Appearance and understability of advertisements					

PART C

Please indicate on the scale 1 to 5, below how well as your Mobile Service Provider, has performed on the following attributes.
Please, tick (√) appropriate box.

		Very Well 5	Well 4	Fairly 3	Poorly 2	Very poorly 1
1	Ability to offer match price of service and quality of service					
2	Ability to care for customer concerns					
3	Ability to attend to your problems promptly					
4	Possession of skills by field staff in solving problems					
5	Willingness to help customers					
6	Feeling of security when in mobile service provider premises					
7	Safety and appearance of mobile service provider facilities and equipment					
8	Knowledge of employees on the services they offer					
9	Flexible staff towards customers' schedules					
10	Courteous, friendly and polite employees					
11	Trustworthness, believability and honesty of employees					
12	Guarantee of the work done by service crews					
13	Convenience of official opening hours					
14	Caring and understanding staff					
15	Appearance and understability of advertisements					

THANK YOU FOR YOUR PARTICIPATION AND SUPPORT:

EGERTON UNIVERSITY LIBRARY

Appendix 2: Formulae for the various Variables

Part B of Questionnaire: Measures of customers' Expected brand personality

F_e - denotes, frequencies of scores obtained from the likert scale

X_e - denotes the actual Scores on likert scale Continuum (i.e. 1 to 5)

Means, $M_e = \frac{\sum f_e x_e}{\sum f_e}$

Variance, $V_e = \frac{\sum f_{eXe}{}^2}{\sum f_e} - \left(\frac{\sum f_e x_e}{\sum f_e}\right)^2$

Standard Deviation, $S_e = \sqrt{V_e}$ or SQRT of V_e

Coefficient of Variation, $C_e = \frac{S_e}{M_e} \times 100\%$

Part C of the Questionnaire: Measures of customers' Received brand personality-brand image

F_r - denotes, frequencies of scores obtained from the likert scale.
X_r - denotes, the actual scores on the likert scale continuum (1 to 5)

Means, $M_r = \frac{\sum f_r x_r}{\sum f_r}$

Variance, $V_r = \frac{\sum f_r X_r{}^2}{\sum f_r} - \left(\frac{\sum f_r X_r}{\sum f_r}\right)^2$

Standard deviation, $S_r = \sqrt{V_r}$ or SQRT of V_r

Coefficient of Variation, $C_r = \frac{S_r}{M_r} \times 100\%$

Brand personalityGap, $M_e - M_r$

Proportionate brand personality Gap, (in percentage) $\frac{M_e - M_r}{M_e} \times 100\%$