

**INFLUENCE OF MARKETING STRATEGIES ON BRAND PERFORMANCE
IN KENYA: CASE OF SAFARICOM LIMITED**

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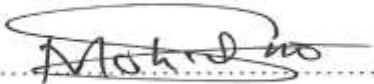
**A RESEARCH PROJECT SUBMITTED IN PARTIAL FULFILLMENT FOR
THE AWARD OF MASTER OF BUSINESS ADMINISTRATION DEGREE IN
MARKETING OF
MOUNT KENYA UNIVERSITY**

JULY 2024

DECLARATION AND APPROVAL

Declaration by the Student

This research proposal is my original work and has not been presented for a Degree in any other University or for any other award

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DEDICATION

I dedicate this work to my loving family who gave me the support and encouragement throughout this research. May God bless you abundantly.



ACKNOWLEDGEMENT

First, I would like to give sincere thanks and submissions to Almighty God for according me the humble opportunity to accomplish this course. Secondly, I would like to extend gratitude and appreciation to Dr. Peary Kilei my dedicated supervisor/advisor for his unwavering guidance, insightful feedback tireless efforts, pieces of advice and continuous encouragement throughout the research process that has enabled me this far in this research. May God bless you abundantly.

I also wish to express my gratefulness to the dedicated team of the Mount Kenya University for their collaboratives efforts that enabled me to undertake my MBA, may God bless the administration and the lecturers. To my friends and colleagues who provided unwavering support and engaging discussions whose contribution made the research journey more enriching, I extend my heartfelt thanks. Finally, many thanks to the respondents. Your participation will go a long way to add value in improving academia.

ABSTRACT

The intensity of rivalry in an industry is rooted in underlying industry economics and goes well beyond the established competitors. Marketing strategy is at the central activity for a successful business, such that when marketing strategies are effective, improved corporate performance is realized overtime. The general objective of this study is to determine the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. Specifically, the study aims to examine the effect of pricing strategies on corporate branding in Safaricom Ltd, Kenya; to establish the effect of distribution strategies and corporate branding in Safaricom Ltd, Kenya; to determine the extent to which promotion strategies affect corporate branding in Safaricom Ltd, Kenya and to establish how product strategies, affect corporate branding in Safaricom Ltd, Kenya. The study is anchored on brand theory of marketing, resource-based theory and dynamic capability theory. This research used a descriptive study design. The target population comprised of Safaricom Kenya Ltd senior personnel in IT, finance division, customer care, supply and administration and commercial (sales and marketing) department. The total targeted population was 403 respondents. The sample size was 219 respondents from which the study sought information. Fisher Formula was used to determine the sample size. The study used stratified random sampling technique. Primary data was collected using a structured questionnaire. The completed questionnaires were edited for completeness and consistency through a pilot test. The validity of the data collection instrument was ascertained by seeking the opinions of the study supervisor as well as other specialists in the area of study, paving way for editing of the study tool to enhance its authenticity. Reliability was tested using Cronbach's Alpha, whereby the values above 0.7 were indicated presence of reliability while values below signified lack of reliability of the research instrument. The raw primary data collected was then be coded prior to being input into SPSS software. Multiple regression analysis was then being used to assess the effect of marketing strategies on corporate branding. The study found out that Safaricom Limited adopted pricing, distribution, promotion and product strategies to a moderate extent. Pricing and distribution strategies did not have significant effect on brand performance. Promotion and product strategies however significantly affected brand performance. The study also established that a good correlation exists between marketing strategies and corporate branding. The study concluded that marketing strategies significantly, affect brand performance of Safaricom Ltd. The study recommended that managers should therefore concentrate their limited attention and resources on finding the right marketing mix that will improve the firm's performance. In addition, marketing managers and supervisor's need to comprehend the fact that although some elements still exert a positive and significant effect on the firm performance, the firms should also endeavor to examine the potential value creation of marketing strategies and align this value to their overall strategy.

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LIST OF ABBREVIATIONS AND ACRONYMS

DCT	-	Dynamic Capabilities Theory
GDP	-	Gross Domestic Product
ICT	-	Information Communication Technology
MNCs	-	Multinational Corporations
SPSS	-	Statistical Package for Social Science



CHAPTER ONE

INTRODUCTION

This chapter presents the background information regarding marketing strategies and product branding in Safaricom Ltd with a specific focus on Safaricom Kenya Limited. The chapter also shows the research problem, research objectives, research hypothesis, and scope. In addition, the chapter presents significance, definition of key terms, delimitations and presumptions.

1.1 Background of the Study

Today's world of business presents an ever changing and expanding set of challenges. Markets have become highly competitive and turbulent and are constantly changing globally, regionally and even locally as firms seek to outperform one another (Ndumia et al, 2020). A successful marketing strategy must tell an organization where it's in the current market and where they would want to be on a long-term basis that is why it is often said that marketing strategy is a continuous process since it involves ongoing analysis, adaptation and optimization to respond to changes in the market, consumer behavior and business objectives. Marketing strategy is seen as the marketing logic by which the business will hope to achieve its marketing objectives. The reality is that globalization has enabled business to reach global audience through digital marketing channels which adjusted different products to meet the demands of multiple cultures and intense competition have created many business opportunities for organizations eager to expand and access to more potential customers to increase both presence and sales. As a result, more firms are increasingly pursuing effective marketing strategies to safeguard their market position, increase their market share as well as boost corporate revenue in the long term (Chang & Fang, 2015). Marketing strategy is therefore one of

the intrinsic components behind the success of firms in highly competitive markets (Fang & Zou, 2009).

In Europe, particularly in countries like Germany and the United Kingdom, there is a strong emphasis on sustainability and ethical marketing. German brands, for instance, have adopted green marketing strategies to align with the country's environmental regulations and consumer preferences for eco-friendly products. This approach not only improves brand perception but also drives long-term brand loyalty and market performance (Moser, 2015). Similarly, British companies often emphasize corporate social responsibility (CSR) in their marketing strategies, which resonates with the socially conscious consumer base and strengthens brand reputation (Jones et al., 2017). Asian markets, such as Japan and South Korea, demonstrate the importance of cultural relevance in marketing strategies. Japanese companies often utilize localized marketing strategies that incorporate traditional cultural elements to appeal to domestic consumers. This cultural alignment helps brands to establish a strong connection with local consumers and enhances brand performance in the competitive Japanese market (Chen, 2018). In South Korea, the phenomenon of "Hallyu" or the Korean Wave has been effectively leveraged in marketing strategies. Brands capitalize on the popularity of Korean pop culture to enhance their appeal both domestically and internationally, significantly boosting brand performance (Jung, 2019).

In emerging markets like India and China, marketing strategies are crucial for navigating the diverse and rapidly changing consumer landscapes. Indian brands often focus on rural marketing strategies to tap into the vast rural population, which constitutes a significant market segment. Tailored marketing campaigns that address the unique needs and preferences of rural consumers have proven effective in driving brand performance in India (Saxena, 2021). In China, the rise of e-commerce platforms

and social media influencers, known as "KOLs" (Key Opinion Leaders), has transformed marketing strategies. Chinese brands leverage these digital channels to engage with tech-savvy consumers and enhance brand visibility and performance (Zhang, 2020).

Regionally, over the past decade, Africa economic growth has been phenomenal, and the continent is among the fastest expanding economic regions today. On average Africa's gross domestic product (GDP) grew by 4.7% in the decade to 2011 and 3.7% during 2011 to 2015 (ECA, 2017). This trend was realized over the period into 2021. It is therefore one of the continents that sustained growth during the recent global recession, including the effect of the pandemic. However, marketing in Africa remains a daunting challenge. For example, formal retail distribution infrastructure and marketing support services are weak, implying that the conventional solutions for market analysis cannot work effectively. A study in Nigeria by Ogbu (2015) established that marketing strategies influences performance of firms. This explains the need to enhance marketing strategies among companies in the region. Castro et al. (2018) contend that the developing economies, especially the sub-Saharan Africa, have remained perpetually under industrialized, underdeveloped, and therefore unable to face global market competition.

In Kenya, firms just like any other firms in the world, exist in a complex environment that needs to be assessed and responded to appropriately. Omollo (2013) considered marketing aspects like service quality, technology, product knowledge and branding, and their effect on organization structure. They found out that businesses in Kenya thrive when effective marketing efforts are put in place. Marketing strategies however should be centered on the key concept of customer satisfaction (Gikunju et al., 2019). The reality is that in order to keep up with the competition and changing consumer

needs and wants in the competitive business environment, trading companies in Kenya need to use effective and productive marketing strategies in managing customer needs and satisfaction. Changing consumer needs and business environment in the Kenyan market has therefore necessitated trading companies to adopt marketing strategies to gain competitive edge hence attracting and retaining customers.

Due to the increased competitiveness and dynamism of the business sector it has become imperative for organizations to implement marketing strategies for survival and sustainable operations (Minama, 2016). Marketing is an organizational function and set of processes for creating, communicating, and delivering value to customers and for managing customer relationships in ways that benefit the organization and its stakeholders.

1.1.1 Marketing Strategies

Marketing strategies refer to the methods of focusing the organizations' energies and resources on a course of action, which can lead to increased sales, and dominance of a targeted market niche. Afande (2015) reiterated that marketing strategies combine product development, promotion, distribution, pricing, relationship management and other elements. It identifies the firm's marketing goals, and explains how they will be achieved, ideally within a stated period. It represents the practice of communicating to and giving target market customers what they want, when they want it, where they want it and at a price, they are willing and able to pay. Varadarajam (2010) asserts that marketing strategy is an organization's blueprint, which specifies its critical choices concerning products and the marketing function in the formulation, communication and/or delivery of the products. The reality is that to build a strong and profitable business, it is necessary to develop a strategy. Essentially, marketing strategy is a plan

that allows a business owner to direct activities that are consistent with the goals of the business owner and organization and spend money wisely in order to create the greatest amount of return on investment.

Marketing strategies include pricing, product, promotion and placement/distribution strategies. Pricing refers to the process of attaching a monetary value to a product or service. Price can also be described as the consideration given and received by the customer and the seller, respectively, in the exchange of goods and services. The pricing policy is a crucial decision for any business organization; a company's survival and profitability depend on its pricing decisions, as price is the only element in the marketing mix that produces revenue and consequently generates profit (Olawale et al., 2016). Effective pricing management is a vital tool for a business to achieve its targets and may help it meet long-term organizational goals. Pricing policy, if properly planned and evaluated, can be a competitive weapon in a dynamic and ever-changing market. It is therefore evident that an important managerial responsibility is setting up and adopting the most advantageous pricing policy.

Effective product development rests on a product's design's ability to create a positive product experience while product innovations performance has been seen as an important driver for firm growth. The combination of product and processes innovations significantly improve firm growth (Goedhuys & Veugelers, 2008). Further, product innovation translates into superior sales growth rates and access to finance.

Haeussler et al (2012) stated that new product development is important for new firm's successful performance though they also attest that developing new products is costly and time consuming with at times uncertain outcomes. The study by Mbithi et al. (2015) posit that product development strategy is recognized and realized through a

process whereby those with the power to make decisions for the organizations interact among themselves with other organizational members and with external parties.

Promotion is the function of information, persuading and influencing the consumers' purchasing decision. It means any communication activity whose purpose is to move forward products, idea or service in the marketing channel in order to reach the final consumer. Promotion affects the knowledge, attitudes and behavior of the recipient.

Promotion usually provides target audiences with all the accurate information they need to help them take the decision to visit a particular destination/site (Daniel, 2018). The information should be accurate and timely and should not be misrepresented to satisfy the customers and create a positive image of a destination. Kotler (2007) discovers that promotions have become a critical factor in the product marketing mix which consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objective.

Finally, distribution channels refer to the network used to receive the product from the manufacturer or its creators and ultimately to the end-users. When the distribution channel is "direct" (direct sales channel), the manufacturer sells directly to the user without an intermediary. When the distribution channel is indirect, the products will be distributed through many channels before reaching the final consumer (Bui, & Nguyen, 2021). The construction of distribution channels aims to serve product market development (Song, & Kang, 2021). Distribution channel performance affects the firm performance of all financial as well as non-financial firms. A good distribution channel will therefore help improve the firm performance of the business (Felício, & Freire, 2016).

Generally, marketing strategy is a way of providing a quality product that satisfies customer needs, offering affordable price and engaging in wider distribution and back it up with effective promotion strategy (Owomoyela et al., 2013). Deonir et al (2017) opined that the core of a company's marketing strategy consists of its internal initiatives to deliver satisfaction to customers, defensive moves to counter the maneuvering of rivals, actions to shift resources around to improve the firm's long term competitive capabilities and market position. Kotler and Armstrong (2013) pointed out that marketing strategies relate with the environment, which consequently increases the growth of organizations. They determine the choice of target market segments, positioning, marketing mix, and allocation of resources.

1.1.2 Corporate Branding

Corporate branding is the practice of building a new name representative of a unique position in the mind frame of stakeholders and a special identity from competitors (Muzellec, Doogan, & Lambkin, 2016). It is a systematic process of creating and maintaining positive images and a positive reputation of the company by sending signals to all stakeholders, by managing behavior and all internal and external communication (Einwiller & Will, 2002). Christensen and Askegaard (2001) describe corporate branding as the sum of organizational expressions, that are communicated to its various audiences, through core values, the behavior of employees and via all corporate communication to all internal and external stakeholders (Rode & Vallaster, 2005). Rebranding therefore may involve radical changes to the brand's logo, brand name, image, marketing strategy and advertising themes. These changes are typically aimed at the repositioning of the organization sometimes, to distance itself from the

negative image of the previous branding or to move the brand up market (Muzellec & Lambkin, 2016).

Brand performance denotes a brand's strength in the market and is defined as the relative measurement of the brand's success in the marketplace (O'Cass, & Weerawardena, 2010). It is reflected in its attainment of organizational strategy and goals. It can be measured through its sales growth, profitability, and market share. Ambler (1995) looks upon a brand as a nexus of functional, psychological and economic benefits for customers, so economic metrics alone appear inadequate for the construct "brand performance". Wong and Merrilees (2007) view brand reputation, awareness, and loyalty as a brand's crucial performance. Waithaka et al. (2017) conducted a study and measured brand performance in terms of brand awareness, brand loyalty, employee measure, effectiveness, efficiency, relevance and financial viability. The performance of brand also points out how successful a brand is in the market and aims to evaluate the strategic successes of a brand. In order to evaluate the brand performance, Aaker (1996) also proposed some indices related to the evaluation of market behavior. He considered the market share, price and distribution coverage as the indices of brand performance measurement. He also pointed out that brand performance measurement using the market share often provides a widespread and sensible reflection of the condition of a brand or its customers.

1.1.3 Safaricom Limited

Safaricom limited is the leading mobile phone operator in Kenya. It was formed in 1997 as a fully owned subsidiary of Telkom Kenya. In May 2000, Vodafone group plc, the world's largest Telecommunication company acquired a 40% stake and management responsibility for the company. Safaricom's aim is to remain the leading

Mobile Network Operator in Kenya. With the growing subscriber base, the company has employed over 2300 employees and opened retail shops in Nairobi, Mombasa, Malindi, Nakuru, Kisumu and other cities. The firm has a wide dealer network of over 152 dealers countrywide (www.safaricom.com). The company has developed a broad range of services to meet the needs of over 13.3 million subscribers. The increasing number of subscribers has had a positive influence on the company's profitability. The company's turnover rose from US\$280 million in 2004-2005 to US\$875million in 2008-2009 (Safaricom Limited Audited Results for the period ended 31st Dec 2009). In the modern world of globalization, Safaricom limited has been able to keep pace with the global mobile telecommunications market by having strategic business associations, which help in meeting the dynamic challenges of the modern mobile telecommunications world. Mathenge (2017) reported that Safaricom limited has a variety of services that it offers to its clients which includes wireless phone services, internet services, electronic money transfers and mobile phones. Apart from the voice product and services, Safaricom limited also has data services. Using the short message text service (sms), consumers can communicate more cheaply and efficiently (Mathenge, 2017). On top of this Safaricom limited introduced the Black Berry; a wireless handheld device which supports push e-mail, mobile telephony, text messaging, internet faxing, web browsing and other wireless information services. It delivers information over the wireless data networks (currently GPRS and EDGE) of mobile phone service companies.

Safaricom limited also has the roaming service offered to both Safaricom limited subscribers and incoming roamers roaming in foreign networks (www.safaricom.co.ke). Safaricom limited also introduced the M-PESA service in 2007. It's an innovative new mobile payment solution that enables customers to

complete simple financial transactions by mobile phone. (www.safaricom.co.ke). other services include toll-free numbers, voice mail services, parcel sending and delivery, directory services and information and security services (www.safaricom.co.ke). According to Communication Authority (2016), the existing competition due to the entry of new mobile telephone service providers, Orange, Econet and Yu, requires Safaricom limited to review its strategies. The company describes itself as the leading converged communication solutions provider operating a single business driver that has an unrivalled understanding of voice, video and data requirements (Mathenge, 2017).

1.2 Statement of the Problem

In the competitive landscape of modern business, the success or failure of any organization is heavily influenced by its ability to meet and exceed customer expectations. This fundamental challenge places a significant responsibility on organizations to develop effective marketing strategies that not only attract and retain customers but also foster long-lasting relationships (Daniel, 2018). Understanding consumer needs and wants, alongside effectively communicating product and service offerings, are critical components of successful marketing strategies (Nashwan, 2015). However, the specific impact of these marketing strategies on brand performance, particularly in the telecommunications sector in Kenya, remains underexplored. Safaricom Limited, one of Kenya's most profitable companies, exemplifies the importance of marketing in achieving business success. Despite its substantial market share, Safaricom faces increasing competition and dynamic market conditions that challenge its dominance (Mathenge, 2017). The company's investments in marketing, product innovation, and customer engagement strategies highlight the need to assess

how these efforts influence brand performance, a key indicator of sustained competitive advantage and organizational success.

Existing studies have shown that strategic marketing approaches positively affect profits and sustainability (Mpuga, 2017), yet there is a lack of focused research on brand performance as a dependent variable. Furthermore, research by Wawaka and Muchelule (2018), Kalei (2020), and Mbithi et al. (2015) has addressed various aspects of marketing strategies, such as pricing, digital marketing, and product development, but these studies reveal significant conceptual and contextual gaps, particularly in relation to the telecommunication industry.

The present study aims to address these gaps by investigating the influence of marketing strategies on corporate branding within Safaricom Limited. This research seeks to provide a comprehensive understanding of how marketing efforts, encompassing promotion, product innovation, pricing, and distribution, impact brand performance in the Kenyan telecommunications market. By focusing on Safaricom, this study will offer valuable insights into the role of strategic marketing in enhancing brand differentiation, customer loyalty, and overall organizational performance.

1.3 Objectives of the Study

1.3.1 General Objective

The general objective of this study is to determine the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya.

1.3.2 Specific Objectives

The specific objectives of this study were:

- i. To examine the effect of pricing strategies on brand performance of Safaricom Ltd, Kenya.
- ii. To determine the effect of distribution strategies on brand performance of Safaricom Ltd, Kenya.
- iii. To determine the effect of promotion strategies on brand performance of Safaricom Ltd, Kenya.
- iv. To establish the effect product strategies on brand performance of Safaricom Ltd, Kenya.

1.4 Research Questions

The research seeks to answer the following questions.

- i. What is the effect of pricing strategies on brand performance of Safaricom Ltd, Kenya?
- ii. What is the effect of distribution strategies and brand performance of Safaricom Ltd in Safaricom Ltd, Kenya?
- iii. To what extent does promotion strategies affect brand performance of Safaricom Ltd in Safaricom, Kenya?
- iv. What is the effect of product strategies on brand performance of Safaricom Ltd, Kenya?

1.5 Significance of the Study

The results of this research would be valuable to several stakeholders based on practice, policy formulation and theory. The identification of the relationship that exists would enable managers and supervisors to devise marketing strategies to enhance marketing of telecommunication services and improve on the corporate branding. The

telecommunication companies are usually challenged to set up marketing strategies, which they can use to tap into the market more easily in Kenya. This study would be an opportunity for telecommunication companies to review their various strategies against the recommendations of this study in order to make it possible for telecommunication companies to create products that are more appealing to the market and enhance product branding. The study would also enable telecommunication firms to get an insight on the need of specific marketing strategies and to tap on the identified need thus solving challenges experienced in marketing telecommunication products and embark on the strategies to solving the challenges in the field to cover both the short-term and long-term vision. The findings of the study would also assist the managers and supervisors with service delivery as they supervise their areas. This would result in setting a realistic target for their staff towards satisfying the customers' needs. The study would provide information to potential and current scholars on the influence of marketing strategies on product branding of telecommunication services by telecommunication companies in Kenya. This would expand their knowledge of marketing of telecommunication services in the telecommunication industry and identify areas of further study. Further, the study would create insight of the relationship between marketing strategies and corporate branding within the telecommunication sector, that would spice the need for further study globally. On policy issues, the study would help the Kenyan Government to make important decision and develop mechanism aimed at developing and improving the current status of telecommunication service in Kenya. Government agencies and policy makers would also make use of the results of this study to formulate positive national policies and regulations on a framework that is relevant and sensitive to the market forces

influencing product branding in the telecommunication industry in Kenya and the East African region.

1.6 Scope of the Study

This study seeks to establish the influence of marketing strategies on corporate branding in Kenya. Contextually, the study focuses on influence of marketing strategies on product branding in Safaricom Kenya Limited. The study was undertaken to research activities within the scope of the issues that were addressed by the research objectives; this ensured that all the study findings contribute towards achievement of the main objective of the study. The conceptual scope of this study lies in assessing the effects of pricing, distribution and promotion strategies on product branding in Safaricom Limited. The respondents in the study included management staff at Safaricom's headquarters, from the marketing department, IT department, administration department, human resource department, finance department and other departments in the Company. This study was undertaken between the months of July and November 2022, with a focus on the company branches within Kilifi County.

1.7 Limitations and Delimitations of the Study

The researcher would experience certain limitations based on the nature of data needed as well as the time available and reaction of respondents amongst others. Depending on the type of data required, the respondents involved may not be willing to give out information as it may amount to the loss of competitive secrets and other marketing strategies. The researcher handled the problem of respondent's reluctance through personal introduction and a letter from the university and relevant authorities. The researcher also assured the respondents that information given would be treated with

utmost confidentiality. Assurance was also given to the respondents that the facts obtained are solely for academic reasons and final copies would be given to the respondents for surety.

The study being a case study may not give a clear picture of the telecommunication industry. This was resolved by ensuring that the data collection instrument is reliable and valid, as well as improving the data collection scope. Since the respondents were going to be marketing managers, supervisors and personnel, time was a constraint in that they are busy attending to marketing issues, and some would not be able to give ample time to answer the questions. Consequently, this resulted in a few responses not being received. This limitation was resolved by giving the respondents more time to read, understand and fill in the questionnaires and on request, the researcher took the respondents through the questionnaire to enable them to take less time to fill in the questionnaire.

Finally, this research intends to rely mostly on only quantitative method to identify the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. If the study would also include a qualitative component in designing the research, it would provide more comprehensive insight into marketing strategies because of the nature of the variables. The researcher gave the respondents room to make other comments that would help capture some aspects of qualitative response.

1.8 Assumptions of the study

The study assumes that all respondents are literate enough to read, understand and reply to the questions in the questionnaire guide. The instrument to be used was expected to generate trustworthy responses, on the assumption that the respondents understood the

questions. Finally, the study assumed that the respondents gave genuine articulations of their insight.



1.9 Operational Definition of Key Terms

Customer Loyalty	<p>This is the totality of feelings or attitudes that would incline a customer to consider the re-purchase. It is faithfulness or devotion to a person or cause. It is a feeling or attitude of devoted attachment and affection. Generally, loyalty programs are considered less expensive to maintain than allowing customer defection (Kotler et al., 2010).</p>
Marketing	<p>Marketing is the practice of communicating to and giving target market customers what they want, when they want it, where they want it and at a price, they are willing and able to pay (Hult et al., 2012).</p>
Marketing strategy	<p>This are the techniques used in organizations in order to develop high customer value and attain profitable customer relationship (Kotler et al., 2010).</p>
Product Strategy	<p>Product strategy is the process of thinking about and creating a new product and the outcomes of that process in order to achieve the firm's objectives in new product development. As such, new product development is the degree to which a new product is novel and introduced changes the marketing thinking and practice and launch of new product to market (Rosa & Spanjol, 2015).</p>
Promotion Strategy	<p>This is the element of a firm's decision-making concerned with choosing the most appropriate mix of advertising, sales promotion, personal selling and publicity for</p>

communication with its target market (Learn Marketing, 2010).



CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter presents a review of past empirical studies to assess the relationship of the variables related to the current study. It also presents an overview of the relevant theories that anchors the study. Further, it contains a conceptual and a theoretical framework showing the relationship between the study variables. Finally, the chapter contains a summary of literature and research gaps.

2.2 Theoretical Review

A theory is a set of interrelated constructs, definitions, and propositions that present a systematic view of phenomena by specifying relations among variables, with the purpose of explaining and predicting the phenomena (Kivunja, 2018). It explains a phenomenon by specifying which variables are related to which variables and how they are related, thus enabling the researcher to predict from certain variables to certain other variables. The current study is anchored on three theories namely Brand Theory of Marketing (Aaker, 1997); Resource Based Theory (Wernerfelt, 1984) and Dynamic Capability Theory (Teece et al., 1997). The main theory is the branding theory of marketing, which opines that organizations need to use their resources to develop an assertive brand presence in the market.

2.2.1 Branding Theory of Marketing

The theory was advanced by Aaker (1997). It asserts the strategic use of branding not as individual tactics, but as the foundation for company growth. It's about aligning the core principles of messaging and positioning to fuel growth in marketing. It describes a

methodological alignment of all branding concepts with a company's growth goals, including brand awareness, brand experience, brand loyalty, brand strategy, brand personality, brand positioning, brand recognition and brand reputation. A Brand is a term closely linked to a product or place's image and reputation in that it captures the idea of reputation observed, reputation valued, and reputation managed (Anholt, 2010). It is a product or service or organization, considered in combination with its name, its identity and its reputation. Based on the theory, branding is the process of promoting selected images (Gold & Ward, 1994) in order to establish a favorable reputation (Anholt, 2010).

A strong, positive brand image helps organizations to differentiate themselves from others (Kotler & Gertner, 2004). Brands' differentiating and identifying functions make them a powerful influence on consumer thinking, attitudes, and behavior (Aitken & Campelo, 2011). A strong brand can also enable premium pricing, as well as market segmentation that makes it possible to communicate a coherent message to a target customer group (Berthon, Holbrook, Hulbert, & Pitt, 2011). Generally, the branding concern aims at communicating to people that a given product can uniquely satisfy their needs or wants.

The relevance of the theory is because through effective marketing strategies, organizations can enhance their brand presence and sustainability that leads to improved competitive advantage. The theory therefore puts emphasis on the use of pricing, distribution, promotion and product strategies as a basis of branding, to enhance sustainable performance.

2.2.2 Dynamic Capabilities Theory

The theory was developed by Teece, Pisano and Shuen (1997). According to the theory, capabilities are a firm's capacity as well as abilities to deploy resources, usually in

combination using firm's processes, procedures and demand. Dynamic capability is defined as the organizational ability to integrate, build and reconfigure internal and external competencies to address rapidly changing environments. They reflect an organization's ability to achieve new and innovative forms of competitive advantage given path dependencies and market positions (Leonard-Barton, 1992). It emphasizes that successful firms in a tightly competitive market are those that can demonstrate rapid and flexible product innovation, together with a management that is capable of effectively coordinating and redeploying internal and external competences. Marketing capabilities are part of the dynamic capabilities which organizations can explore through marketing strategies to realize improved brand performance.

Penrose (1959) emphasizes that value creation does not come from the possession of resources but from their use, and how much value is created depends on how these resources are combined within the firm. DCT emphasizes the key role of marketing strategies in appropriately adapting, integrating, and reconfiguring internal firm's skills, resources and functional competences to match requirements of a changing environment. Dynamic capabilities build, integrate or reconfigure operational resources and do not directly affect the output where they reside but indirectly contribute to output of the firm through other operations. In its relevance, the argument of the theory is that firm brand performance can be enhanced when marketing capabilities are reconfigured, recombined and reallocated according to the needs of the company (Arief, & Basuki, 2015). This involves exploring innovation capabilities in areas of pricing, product development, promotion and distribution of goods and services to achieve improved brand performance.

The theory therefore emphasizes marketing capabilities as part of dynamic capabilities. This would be achieved through pricing, distribution, promotion and product strategies.

The use of Information Communication Technology (ICT) in promotion for example would help in achieving branding strategies.

2.2.3 Resource Based View Theory

The theory was developed by Wernerfelt (1984). It posits that companies that identify and possess unique resources tend to remain superior in competition and realize improved performance levels over time. The basis is that with unique resources, a company becomes superior in terms of competition (Crook et al., 2008). This advantage becomes tangible if the resources and capabilities are of value, special and unmatched leading to sustainable competitive advantage. Based on the theory, companies try to ensure value maximization by executing activities using the special and unmatched resources and capabilities (Sirmon., 2007). The emphasis is that competitiveness can be achieved by innovatively delivering superior value to customers. The emphasis is that firms should compare their skills with those of the markets and then position themselves according to their internal capability. The argument is that there exists a reliable link between the company performance and strategic resources (Grant & Jordan 2015). The theory opines that the only way to sustain competition superiority and performance of a firm depends on the uniqueness of its abilities. This is based on the fundamental suggestion that organizations are different in terms of the strategic assets they have (Gruber et al., 2010).

In applying the theory, marketing ability as a resource can be considered vital as it enables the application of strategic marketing resources and involves processes such as linkages which can enable a company to experience better brand performance and sustainable competitive ability. Effective brand performance can also become a method of acquiring new resources and capabilities, and even knowledge sharing or cooperative

product development (Carter et al., 2017). The argument is that enterprise resources carefully managed have the capacity to give the company an upper hand, ultimately leading to good brand performance (Miller & Ross, 2003). These resources are human, physical, organizational, financial and intangible. The argument is that organizations have resources that are valuable, rare, inimitable and non-substitutable that when put into good use, leads to sustainable competitive advantage through superior operational excellence (Issack & Muathe, 2017).

The theory is relevant in achieving the intended objectives. The emphasis is that pricing, distribution, promotion and product strategies have a fundamental relationship with a company's resources and capabilities to effectively improve brand performance (Shan et al., 2019). For instance, using the capabilities of information technology, communication networks, and the internet is a fast, secure and convenient way to learn, share and store knowledge that improves the brand performance of organizations (Mao et al., 2016).

2.3 Theoretical Framework

A theoretical framework comprises the theories expressed by experts in the field of research being undertaken. It provides a theoretical coat hanger for data analysis and interpretation of research results. It is a structure that summarizes concepts and theories, developed from previously tested and published knowledge (Swanson, 2013).

The theoretical framework holds or supports a theory of a research study. The framework for this study is as shown in figure 1:

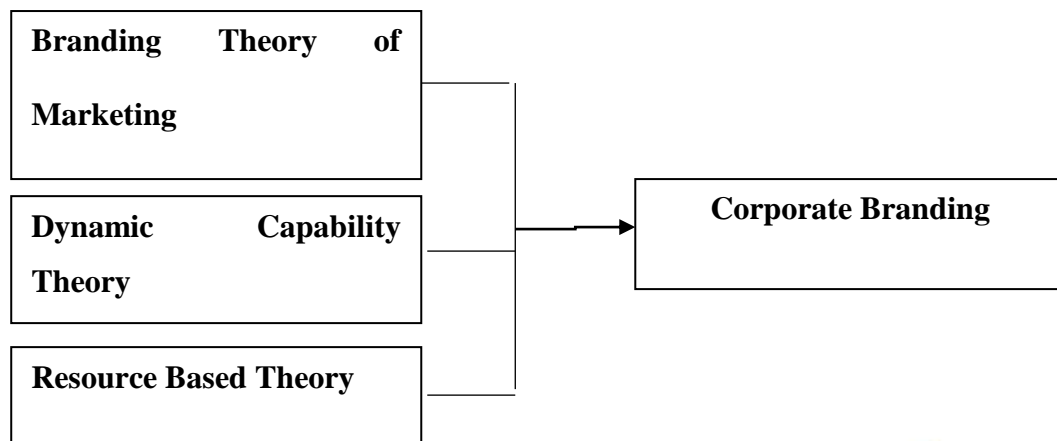


Figure 1: Theoretical Framework

Source: Researcher (2022)

2.4 Empirical Literature

2.4.1 Pricing Strategies on Brand Performance.

In the global market, pricing strategies play a pivotal role in determining brand performance. Pricing decisions impact a company's market share, profitability, and overall competitive edge. For instance, a study by Kotler and Keller (2016) emphasizes that competitive pricing can enhance brand perception and customer loyalty, thereby improving brand performance. The dynamic pricing strategy, which adjusts prices based on market demand, has been found effective in various industries worldwide, including telecommunications, where it aligns service costs with consumer expectations (Smith, 2015).

Additionally, research by Nagle, Hogan, and Zale (2016) highlights the significance of value-based pricing, where prices are set based on the perceived value to the customer rather than the cost of the product. This strategy has been particularly successful in high-tech industries, where innovation and unique features can justify premium pricing. In the telecommunications sector, value-based pricing has been linked to improved brand performance by fostering customer satisfaction and loyalty (Dholakia, 2015).

In the context of emerging markets, strategic pricing adaptations are crucial for multinational corporations. According to a study by Johansson (2017), companies entering these markets must consider local economic conditions and purchasing power to set appropriate pricing levels. Failure to do so can lead to poor brand performance and market rejection. Therefore, global firms need to develop flexible pricing strategies that can be tailored to specific regional markets to optimize brand performance.

In the African context, pricing strategies are equally critical for brand performance, albeit with unique challenges and opportunities. For example, a study on South Africa's telecom sector by Chirwa and Mlachila (2017) found that competitive pricing significantly affects consumer choices and brand loyalty. The research indicates that telecom companies that adopt aggressive pricing strategies tend to capture a larger market share and enhance their brand's performance.

Furthermore, in Nigeria, a study by Eze, Goh, and Nwankwo (2018) explored the impact of pricing on brand performance in the telecommunications industry. The findings revealed that affordability is a major determinant of brand preference among consumers. Telecom companies that offer affordable pricing plans and flexible payment options tend to perform better in terms of customer acquisition and retention, thus improving overall brand performance.

In Ghana, a research study conducted by Odoom, Narteh, and Boateng (2016) highlighted the importance of promotional pricing strategies. The study concluded that periodic discounts and promotional offers could significantly boost brand visibility and customer engagement. This, in turn, enhances brand performance by attracting new customers and retaining existing ones through perceived value addition.

Focusing on Kenya, the effect of pricing strategies on brand performance has been a critical area of study, particularly for leading companies like Safaricom Ltd. According

to a study by Mutinda and Wanjiru (2019), Safaricom's adoption of differential pricing strategies has significantly influenced its brand performance. The research indicates that Safaricom's diverse pricing plans cater to different market segments, thereby enhancing customer satisfaction and brand loyalty.

Moreover, a study by Kimani and Njuguna (2020) examined the impact of competitive pricing on Safaricom's market dominance. The findings suggest that Safaricom's competitive pricing, especially in mobile data services, has helped the company maintain a leading position in the Kenyan telecom market. This strategic pricing approach not only attracts cost-sensitive consumers but also reinforces Safaricom's brand strength.

Additionally, research by Mwaura and Mwangi (2021) explored the role of value-based pricing in Safaricom's brand performance. The study found that Safaricom's focus on offering value for money through innovative products and services has enhanced its brand perception and customer loyalty. By aligning pricing with the perceived value, Safaricom has been able to sustain high brand performance in a competitive market.

2.4.2 Distribution strategies on Brand Performance.

Globally, distribution strategies are a crucial determinant of brand performance. Effective distribution channels ensure that products and services reach the intended market efficiently, enhancing customer satisfaction and brand loyalty. A study by Christopher and Peck (2016) highlights the significance of logistics and supply chain management in optimizing distribution strategies. For instance, in the United States, companies that invest in robust distribution networks tend to achieve higher brand performance by ensuring product availability and reducing delivery times.

Moreover, a research by Rushton, Croucher, and Baker (2017) emphasizes the role of multi-channel distribution strategies in enhancing brand performance. The study indicates that companies in the United Kingdom employing a combination of direct and indirect distribution channels can cater to a broader customer base, thereby improving market penetration and brand visibility. For example, in the telecommunications sector, firms that leverage both physical retail outlets and online platforms are better positioned to meet diverse consumer needs (Kotler & Keller, 2016).

In the context of emerging markets, distribution strategies must be tailored to address specific logistical challenges and consumer behaviors. According to a study by Ganesan, George, Jap, Palmatier, and Weitz (2009), firms in countries like Brazil that adapt their distribution strategies to local market conditions can significantly enhance their brand performance. For example, in markets with limited infrastructure, establishing a network of local distributors can ensure better market coverage and customer reach.

In Africa, distribution strategies are vital for brand performance due to the continent's unique market dynamics. In South Africa, for instance, a study by Van Heerden and Puth (2015) found that efficient distribution channels are essential for brand success in the fast-moving consumer goods (FMCG) sector. Companies that establish strong relationships with local distributors and invest in logistics infrastructure tend to achieve higher brand performance by ensuring product availability and accessibility.

In Nigeria, a study by Adebajo, Teh, and Ahmed (2016) explored the impact of distribution strategies on the performance of consumer electronics brands. The research revealed that brands utilizing a mix of direct sales and partnerships with local retailers experienced better market penetration and customer satisfaction. This hybrid approach

enables brands to leverage local market knowledge and distribution networks, thus enhancing brand performance.

Similarly, in Egypt, research by Ahmed and Hassan (2018) examined the role of distribution strategies in the pharmaceutical industry. The study concluded that companies with well-established distribution networks, including both urban and rural areas, achieved higher brand performance. Effective distribution strategies ensured that products were consistently available, thereby building consumer trust and loyalty.

In Kenya, the effect of distribution strategies on brand performance has been extensively studied, particularly in the telecommunications sector with a focus on Safaricom Ltd. According to a study by Mwangi and Otieno (2019), Safaricom's extensive distribution network, which includes numerous retail outlets, mobile money agents, and online platforms, has significantly contributed to its brand performance.

This comprehensive distribution strategy ensures widespread availability of Safaricom's products and services, enhancing customer convenience and satisfaction.

Moreover, a study by Wanjiku and Karanja (2020) highlighted the impact of Safaricom's innovative distribution strategies on its market dominance. The research found that Safaricom's use of mobile money agents not only facilitated financial inclusion but also expanded the company's distribution network, thereby boosting its brand performance. This strategy has been particularly effective in reaching underserved rural areas, contributing to Safaricom's strong brand presence across Kenya.

Additionally, research by Kamau and Ngugi (2021) examined the role of digital distribution channels in Safaricom's brand performance. The study revealed that Safaricom's investment in digital platforms, such as mobile apps and online customer service portals, has enhanced its brand performance by providing customers with

convenient access to products and services. This digital distribution strategy has been instrumental in maintaining customer engagement and loyalty in an increasingly digital market environment.

2.4.3 Promotion strategies on Brand Performance.

Promotion strategies are crucial in shaping brand performance across various markets worldwide. In the United States, for instance, a study by Keller and Lehmann (2012) highlights that integrated marketing communications (IMC) significantly boost brand equity and performance. The research emphasizes that coordinated promotional efforts across multiple channels, such as digital marketing, traditional media, and public relations, lead to enhanced brand visibility and customer engagement.

In the United Kingdom, a study by Chandon, Laurent, and Valette-Florence (2016) found that promotional strategies such as sales promotions, loyalty programs, and experiential marketing directly impact consumer perceptions and brand loyalty. The research indicates that these promotional tools can create short-term sales spikes and long-term brand loyalty, ultimately improving brand performance.

Furthermore, in Australia, a study by Dawes (2018) explored the impact of digital promotions on brand performance. The findings revealed that digital advertising, social media campaigns, and influencer partnerships are effective in reaching younger demographics and increasing brand awareness. The study concluded that a well-executed digital promotion strategy could significantly enhance a brand's market presence and performance.

In Africa, promotion strategies are equally vital for brand performance, with unique regional dynamics influencing their effectiveness. In South Africa, a study by Beneke, Blampied, De Sousa, and Pereira (2015) examined the impact of promotional strategies

on brand performance in the FMCG sector. The research revealed that discount promotions, in-store displays, and event sponsorships effectively enhance brand visibility and consumer purchase intentions.

In Nigeria, a study by Ogundeji and Akinyele (2017) investigated the role of promotional strategies in the telecommunications industry. The research found that advertising, public relations, and sales promotions significantly influence brand awareness and customer loyalty. The study emphasized that consistent and culturally relevant promotional activities are crucial for maintaining a strong brand presence and performance.

Similarly, in Ghana, a study by Mensah and Tawiah (2019) explored the impact of promotional strategies on the performance of consumer goods brands. The findings indicated that television and radio advertising, combined with community engagement initiatives, effectively boost brand awareness and customer engagement. The study concluded that localized promotional strategies tailored to the cultural and social context are essential for enhancing brand performance.

In Kenya, the effect of promotion strategies on brand performance has been extensively studied, particularly focusing on Safaricom Ltd. According to a study by Mwaura and Wanjiru (2020), Safaricom's diverse promotional strategies, including advertising, sponsorships, and community outreach programs, have significantly contributed to its brand performance. The research indicates that Safaricom's consistent and innovative promotional efforts have enhanced its brand visibility and customer loyalty.

Moreover, a study by Kamau and Njuguna (2021) highlighted the impact of digital promotion strategies on Safaricom's brand performance. The research found that Safaricom's investment in digital marketing, social media campaigns, and influencer partnerships has effectively reached younger demographics and increased brand

engagement. This digital focus has allowed Safaricom to maintain a strong presence in an increasingly digital market environment.

Additionally, research by Njeri and Mwangi (2021) examined the role of experiential marketing in Safaricom's brand performance. The study revealed that Safaricom's experiential marketing campaigns, such as product launch events and customer appreciation activities, have successfully enhanced customer experience and brand loyalty. By creating memorable and engaging experiences, Safaricom has strengthened its brand performance and market position.

2.4.4 Product strategies on Brand Performance.

Globally, product strategies are a critical factor in determining brand performance. In the United States, a study by Smith and Colgate (2014) highlights the importance of product differentiation and innovation in enhancing brand performance. Companies that continually innovate and differentiate their products from competitors tend to achieve higher market share and customer loyalty. For example, Apple's focus on innovative product design and functionality has significantly boosted its brand performance (Keller & Lehmann, 2012).

In Japan, a study by Matsuno, Mentzer, and Ozsomer (2014) examined the impact of product quality and variety on brand performance. The findings suggest that high-quality products and a diverse product portfolio contribute to improved brand perception and customer satisfaction. Companies that prioritize product quality and offer a range of products to meet varying consumer needs can enhance their brand performance.

Additionally, in Germany, research by Wagner and Hollenbeck (2016) emphasized the role of sustainable product strategies in brand performance. The study revealed that

incorporating sustainability into product design and development not only meets growing consumer demand for eco-friendly products but also enhances brand reputation and performance. Companies that adopt sustainable practices can differentiate themselves in the market and build stronger customer loyalty.

In Africa, product strategies are essential for brand performance, considering the diverse market conditions and consumer preferences. In South Africa, a study by Beneke, Flynn, Greig, and Mukaiwa (2013) found that product quality and innovation are crucial for brand success in the FMCG sector. Companies that invest in product development and maintain high standards of quality tend to perform better in terms of customer satisfaction and loyalty.

In Nigeria, research by Ebitu, Glory, and Ibok (2016) explored the impact of product diversification on brand performance in the telecommunications industry. The study concluded that companies offering a wide range of products and services tailored to different customer segments experience higher brand performance. This approach helps in meeting diverse consumer needs and enhancing customer loyalty.

Similarly, in Egypt, a study by El-Gohary (2015) examined the role of new product development in brand performance. The findings indicate that continuous development and introduction of new products significantly boost brand visibility and consumer interest. Companies that focus on innovation and regularly update their product offerings can maintain a competitive edge and improve their brand performance.

In Kenya, the effect of product strategies on brand performance has been extensively studied, particularly in the context of Safaricom Ltd. According to a study by Muturi and Wanjohi (2018), Safaricom's focus on product innovation and diversification has significantly contributed to its brand performance. The research indicates that

Safaricom's introduction of various products such as M-Pesa, data services, and mobile banking has enhanced its market position and customer loyalty.

Moreover, a study by Kamau and Mwangi (2020) highlighted the impact of product quality on Safaricom's brand performance. The findings suggest that Safaricom's commitment to maintaining high standards of quality in its products and services has led to increased customer satisfaction and brand loyalty. This focus on quality assurance has been a key factor in Safaricom's strong brand performance in the Kenyan market.

Additionally, research by Njoroge and Muthoni (2021) examined the role of customer-centric product strategies in Safaricom's brand performance. The study revealed that Safaricom's approach of developing products based on customer feedback and preferences has been highly effective in enhancing brand performance. By aligning product development with consumer needs, Safaricom has successfully built a loyal customer base and strengthened its brand.

2.5 Conceptual Framework

A conceptual framework is a structure that guides one's research. It provides a map of the literature composition within the study. It is considered as a glue that binds social research into one, hence an essential part of research (Ngulube, 2018). It guides a researcher in achieving his research objectives, by helping to identify where to collect data, the data gathering process, and how to analyze them (Hughes, & Imenda, 2019). It comprises the researcher's thoughts, structures, thinking, actions, plans, practice, layout, and implementations of the whole study (Kivunja, 2018). In the current study, the conceptual framework is as given in Figure 2.

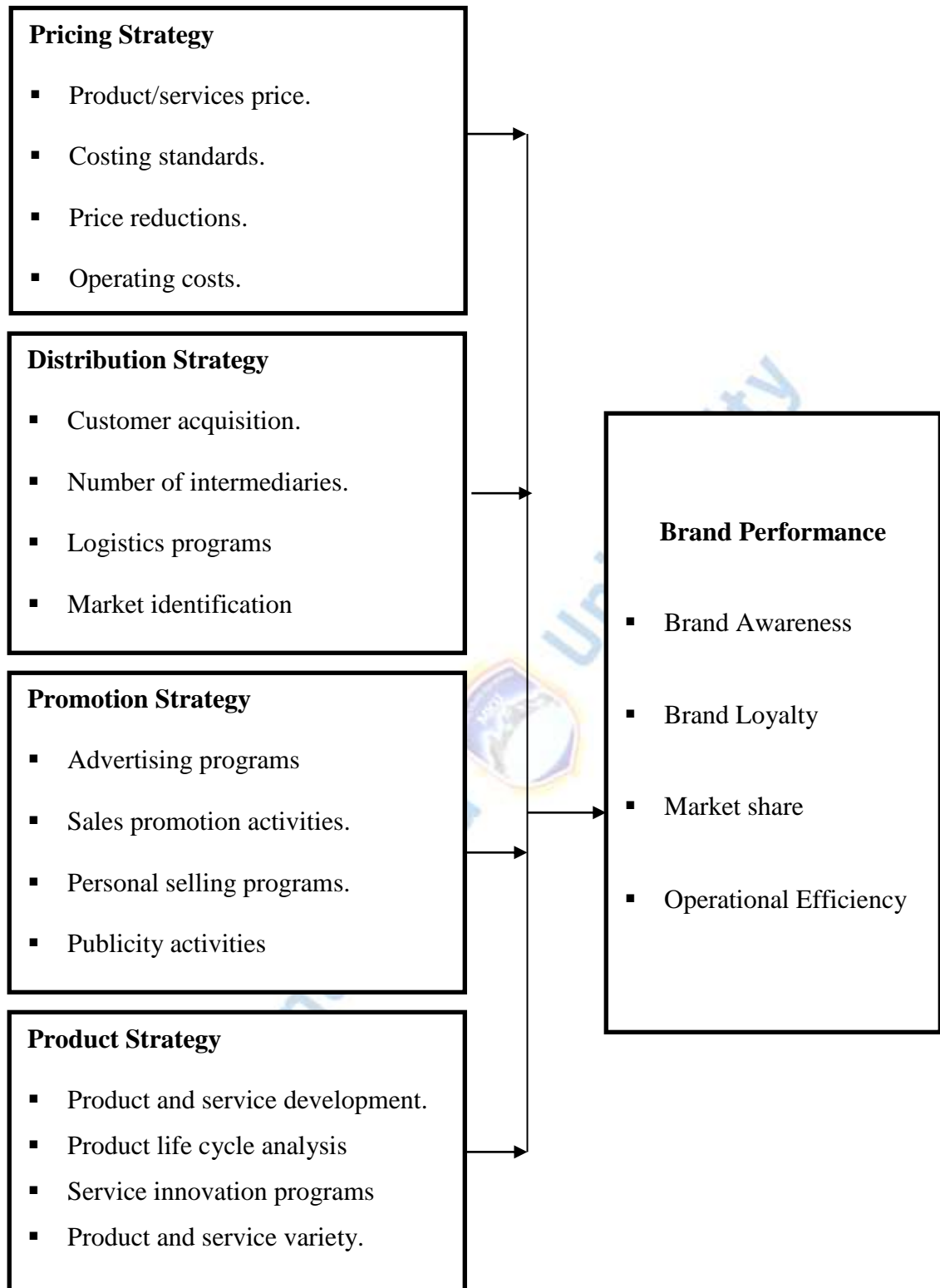


Figure 2: Conceptual Framework

Source: Research Data (2022)

2.5.1 Pricing Strategy

Price is the consideration given and received by the customer and the seller, respectively, in the exchange of goods and services. The pricing policy is a crucial decision for any business organization, since it affects their survival and profitability. It has an influence on its revenue and consequently generates profit (Kotler, & Keller, 2006). Price is the cost of producing, distributing and promoting the products that is paid by the company (Kotler 2007). Effective pricing management is therefore important for business to achieve its targets and may help it meet long-term organizational goals. It can also be a competitive weapon in a dynamic and ever-changing market. Therefore, an important managerial responsibility is setting and adopting the most advantageous pricing policy (Olawale et al., 2018).

2.5.2 Distribution Strategy

Distribution channels refer to the network used to receive the product from the manufacturer or its creators and ultimately to the end-users. When the distribution channel is "direct", the manufacturer sells directly to the user without an intermediary. When the distribution channel is indirect, the products will be distributed through many channels before reaching the final consumer. The construction of distribution channels therefore aims to serve product market development (Song, & Kang, 2021).

Distribution channel performance affects the firm performance of all financial as well as non-financial firms and subsequently corporate branding (Felício & Freire, 2016). In its relevance, Safaricom services are available across the country and service points are strategically located in major cities and urban centers. In its services points, customers are attended to in a timely manner; on entry customers pick a number with identification of the service required. Staffs are polite and show mastery of customer concerns and display in the service points is elegant, with the Safaricom green color

and logo providing a warm welcome. This improves distribution and placement performance.

2.5.3 Promotion Strategy

Promotion is the function of information, persuading and influencing the consumers' purchase decision. It means any communication activity whose purpose is to move forward products, idea or service in the marketing channel in order to reach the final consumer. Promotion affects the knowledge, attitudes and behavior of the recipient (Bui, & Nguyen, 2021). Promotion usually provides target audiences with all the accurate information they need to help them take the decision to visit a particular destination/site. The information should be accurate and timely and should not be misrepresented to satisfy the customers and create a positive image for a destination. Kotler (2007) discovers that promotions have become a critical factor in the product marketing mix which consists of the specific blend of advertising, personal selling, sales promotion, public relations and direct marketing tools that the company uses to pursue its advertising and marketing objective. Safaricom for example promotes its brand through adverts in the media, billboards, the mobile phone through SMS and social media; discounts and special offers are made, customer days and special events are arranged to keep the Safaricom's well-designed, with easy navigation website promotes the Safaricom brand and products (Nager, 2014).

2.5.4 Product Strategy

Kotler and Armstrong (2006) define a product as anything that can be offered to a market for attention, acquisition, use, or consumption that might satisfy a want or need. They further define a consumer product as the product bought by the final consumer for personal consumption. Consumers buy products frequently, with careful planning, and by comparing brands based on price, quality and style. Borden, (1984) sees a product as

about quality, design, features, brand name and sizes. Mohammad et al., (2012) also say that product is the physical appearance of the product, packaging, and labeling Information, which can also influence whether consumers notice a product in-store, examine it, and purchase it. In marketing, the product is an important component of the marketing mix, because it determines whether the organization survives or dies.

2.6 Research Gaps

The research gaps from the studies are both contextual, conceptual and methodological. Contextual gap exists when a study is conducted in a different country or region or targets a different sector. The gap is exhibited by the studies that focus on other companies or even countries other than Safaricom. Studies by Keramati, et al. (2012); Saguti (2015); Aremu and Lawal (2012); Nanyangwe and Phiri (2021) and Daniel (2018) depicts outright contextual gaps, since the operational aspects in other countries may have significant differences with those of the Kenyan environment. The study by Mbithi et al (2015) focused on product as an aspect of marketing strategies against performance. The contextual gap was also on the basis that it focused on the sugar industry. The study by Ndumia et al., (2020) also depicts contextual gaps due to emphasis on listed commercial banks.

Conceptual gaps are depicted by studies that focus on other concepts other than what the current research deal with. The study by Omollo (2013) depicts a conceptual gap, being that it focused on competitive strategies and not marketing strategies as an independent variable. Ogutu and Mbula (2012) also depicted both contextual and conceptual gaps. The study focused on strategies to cope with competition as an independent variable within the context of MNCs. In another study, Wawaka and Muchelule (2018) only focused on the aspect of pricing as a variable, with a contextual focus on cement

industry in Kenya. The conceptual gap in the study by Oloko et al (2014) is since the study focused on profitability performance and not corporate branding.

2.7 Chapter Summary

This chapter presents a review of relevant theories leading to the development of a theoretical framework. The study then undertakes empirical studies to assess the relationship between marketing strategies and corporate branding. Further, it contains a conceptual framework showing the relationship between the study variables. It also contains a review of the independent variables and finally, a summary of literature and research gaps.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is the approach by which the meaning of data is extracted and is a continuous process. The research methodology gives the direction to follow to get answers to issues that are of concern. This chapter describes the methods used to gather information on the area of study. It discusses and describes the data collection instruments, data collection procedures, sampling, data gathering and analysis of the limitations of the method proposed.

3.2 Research Design

Research design is the plan and structure of investigation so conceived as to obtain answers to research questions. The plan is the overall scheme or program of the research. A research design therefore expresses both the structure of the research problem and the plan of investigation used to obtain empirical evidence on the relations of the problem (Cooper & Schindler, 2011). This research used a descriptive study design which involved creation of profile of issues, collecting data and tabulating the variables under research or their interaction.

The design was appropriate for this research because it is concerned with clearly defined problems with definite objectives. Descriptive design describes and portrays characteristics of an event, situation of a group of people, community or a population.

This study integrates both qualitative and quantitative methods. A qualitative methodology deals with non-numerical data, whereas a quantitative methodology treats numerical data relevant for this study. Through interaction between the researcher and respondents via a questionnaire, the study strived to get accurate information.

According to Kothari (2011), a descriptive design involves planning, organizing, collection and analysis of data to provide information being sought. This design therefore provides in-depth responses which result in better and elaborate understanding of the phenomena under study. The choice of descriptive research design approach enabled the researcher to deeply analyze the phenomena with a view to generalization about a wider population which would be suitable for finding out the influence of marketing strategies on product branding in Safaricom Limited. The specific descriptive research design that was used in this study is the survey research design because the results gathered through a survey or questionnaire. The survey design is appropriate because it assists in reporting percentages, frequencies and correlations which are important to the study.

3.3 Target Population

A population is a large group of individuals or people, or items under consideration for statistical purposes. Mugenda and Mugenda (2012) define a target population as a group of individuals to which the researcher would like to generalize his/her results from. In this study, it comprised of Safaricom Kenya Ltd management personnel in IT, finance division, customer care, supply and administration and commercial (sales and marketing) department. The study targets the personnel in those departments as they are better placed to answer questions relating to influence of marketing strategies on product branding in Safaricom Kenya Limited.

The structure in Safaricom puts staff in three categories; top management level; middle level management and low-level management. The target population included the 430-management staff from the Company's Head Offices in Nairobi. For the purpose of this study the target population was stratified through top level, middle level and low-level

management. Mugenda and Mugenda (2012) explain that the target population should have some observable characteristics, to which the study intends to generalize the results of the study. This definition assumes that the population is not homogeneous.

Table 1: Target Population

Sections	Population (Frequency)	Percentage %
Top management	30	10.4
Middle level management	92	31.7
Low level management	168	57.9
Total	430	100.0

Source: Research Data (2022)

3.4 Sampling Procedures and Sample Size

A sample is a representation of the population. It is also defined as a subset of the population under the study. Studying samples, rather than the population, would help to be economical both in terms of money and time. The essence of sampling is to allow conclusions about the entire population to be drawn just by the results or observations of the selected elements from a population (Creswell, 2009). From the population frame the required number of subjects, respondents, elements, firms are selected in order to make a sample. The sampling frame for this study was the management staff of Safaricom Limited as of December 2021. The general rule in quantitative research is to use the largest population in order to represent and generalize the whole population of the target. But this depends on the type of research and the quality of the information available for the study.

The study took 430 participants of the population of the Safaricom Kenya Ltd employees as the sample size, and arrived at using stratified random sampling. The choice of the stratified method allows the population to be divided into smaller strata units, depending on known variables, such as gender and marital status. The

proportions between the strata units should be the same as the proportions within the population. The advantage of stratified samples is that when they are properly designed, they are more accurately reflecting the characteristics of the population from which they were chosen than other kinds of samples. In drawing the sample population for the study, the population was divided into three strata units that match the proportions of employees at Safaricom. The three strata consisted of top, middle and lower-level staff spread across the IT, finance, supply chain and administration, commercial (sales and marketing), new products division, human resource and corporate affairs departments. A sample of responding staff was drawn from 430 top, middle and lower-level staff from the staff working in the Safaricom Ltd Offices in Nairobi. Oso and Onen (2011) argue that if well chosen, samples of about 10% of a population can often give good reliability. Other literatures have shown that sample size selection to a great extent is judgmentally decided. Stratified random sampling method was used to sample respondent top, middle and lower-level staffs from the Head Offices of Safaricom in Nairobi Kenya.

3.5 Sampling Technique

The study used stratified random sampling. This involves classifying sampling units of the population into relatively homogeneous groups before selecting sample units. Strata are based on information other than the characteristic being measured that is known to or thought to vary with the characteristic of interest in such a way that the characteristic is more homogeneous within strata than among strata (Iliyasu, & Etikan, 2021). A stratified random sample is therefore one obtained by dividing the population elements into mutually exclusive, non-overlapping groups of sample units called strata, then selecting a simple random sample from within each stratum.

The respondents are classified into strata comprising of senior level management, middle and low-level management. The sample size was then being determined using the Fisher Formula based on those variables in the sample that are likely to have the greatest variability. The sample size is given by:

$$n = p \times q \left[\frac{z}{e} \right]^2$$

Where: n = is minimum sample size required; p = the proportion belonging to the specified category; q = the proportion not belonging to the specified category; z = the value corresponding to the level of confidence required (90% certain=1.65, 95% certain= 1.96 and 99% certain=2.57); e% = the margin of error required. When the population is less than 10,000 the sample need to be adjusted according to minimum sample size formula as shown below:

$$n.' = n. / (1 + n./N) \text{ where}$$

n.' = the adjusted minimum sample size

n. = the minimum sample size (as calculated)

N = the total population

In order to calculate the sample size, p=50%, q=50%, z=1.96 (95% certain) e= 5% (i.e. within plus or minus 5% of the true percentage, the margin of error that can be tolerated), N=103

$$\begin{aligned} n. &= 50 \times 50 \times \left[\frac{1.96}{5} \right]^2 \\ &= 2500 \times 0.153664 \\ &= 384 \end{aligned}$$

Now, adjust the sample size for the population size:

$$\begin{aligned} n.' &= 384 / [1 + (384/103)] \\ &= 384 / 4.73 \\ &= 80 \end{aligned}$$

Following this sample determination formula, the calculation generates a sample of 219 respondents from which the study seeks information from. This made it easier to get adequate and accurate information necessary for the research. The selection is as follows.

Table 2: Sample Size

Sections	Population	Sample Size
Top management (senior personnel)	30	28
Middle level management	92	74
low level management	168	117
Total	430	219

Source: Research Data (2022)

3.6 Data Collection Instrument

Data collection instrument refers to a device that specifies and objectifies the data collecting process. They are usually written and may be given directly to the respondents to collect data or may provide objective description of the collection of certain types of data. Primary data collection was done using questionnaire as this is an efficient and convenient way of gathering the data within the resources and time constraints. According to Mugenda and Mugenda (2012), a researcher needs to develop instruments with which to collect data. Questionnaires are a series of written questions on a topic about which the respondents' opinions were sought.

The main purpose of the questionnaire is to communicate to the respondents what is intended and to elicit desired responses in order to achieve the research objectives.

Questionnaires have several advantages including, information can be collected from a large sample and diverse regions, confidentiality is upheld through questionnaires, they

save time, since they are presented in paper format there is no opportunity for interviewer bias, convenience for respondents, no interviewer variability and absence of interviewer effects. The questionnaires contained open-ended and closed ended questions all briefly stated and well-focused in recognition of the busy schedule of the participants. The structured questions are normally closed ended with alternatives from which the respondent is expected to choose the most appropriate answer.

3.7 Pilot Testing

The pilot study was carried among 10 respondents purposively chosen from Airtel Kenya Limited in Nairobi that is a rival company in the telecommunication industry and reliability tested using a Cronbach's alpha. To establish the validity of the research instrument the researcher sought opinions of scholars and experts including the study supervisor. This allowed modification of the instrument thereby enhancing validity. Furthermore, the study assessed the responses and non-responses per question to determine if there were any technical dexterity with the questions asked.

3.7.1 Validity of Research Instrument

Validity is the ability of the research instrument to measure what it is supposed to measure (Cooper & Schindler, 2006). The questionnaire used satisfies face and content validity since it was developed through a review of literature in consultation with academic experts. The expert was a senior lecturer of marketing from the Department of Business Administration. This paved the way for editing of the study tool consequently enhancing its authenticity.

Secondly, a pre-test of the questionnaire through a pilot study was conducted to confirm whether the research tool was clear. The pretest included 10 respondents purposively chosen from Airtel Kenya Limited in Nairobi that is a rival company in the

telecommunication industry. They were deemed knowledgeable on issues regarding marketing strategies and brand performance. Thereafter the questionnaire was adjusted based on the pretest recommendations.

3.7.2 Reliability of Research Instrument

Reliability is a measure of the extent to which the instrument used for research produces results that are consistent on consecutive uses (Mugenda & Mugenda, 2003). Cronbach's alpha coefficient was used to establish whether the variables fall within the required range of between 0 and 1 (Mugenda & Mugenda, 2003). Nunnally (1978) suggests that a value of not less than 0.7 is acceptable while Sekaran (2000) points out that value between 0.5 and 0.8 are appropriate for internal consistency.

The reliability was ensured by pre-testing the questionnaire with a sample of 10 respondents (10% of the target population) drawn from Airtel Kenya Limited. This study used values of 0.6 and above as a cut-off point for the items. The findings in Table 3.3 revealed that Cronbach's Alphas for all the variables used in this study were above 0.6. It was thus concluded that the scale was very reliable.

Table 3: Reliability Test

Item	Cronbach's Alpha if Item Deleted
Pricing Strategies	.736
Distribution Strategy	.760
Promotion Strategies	.821
Product Strategy	.747
Brand Performance	.715

Source: Research Data (2023)

3.8 Data Collection Procedure

The researcher sought for an approval letter from Mount Kenya University graduate school. The researcher then got permission from the relevant organizations to gather

information from the employees. The researcher started by explaining to all participants in the study the role they are expected to play and the importance of providing honest information as indicated in the cover letter forwarding the questionnaire. Nacosti Letter of authorization for data collection was also acquired. The researcher then administered the questionnaires to the targeted respondents at their place of work as this most convenient way to reach them. The questionnaires were dropped and picked later by the researcher. The filled-up questionnaire were then collected a day after to allow humble time to complete them.

The researcher assured the participants that the information they give would be treated with strict utmost confidence and its only used for research purpose. An envelope marked “questionnaire” and the topic was provided so that once the employee completes the questionnaire, they seal it to ensure confidentiality is maintained within the organization and guarded against potential victimization by the human resource division or the person designated by the company to co-ordinate the process.

3.9 Data Collection

The study used primary data that collected using a questionnaire. A questionnaire is an efficient and convenient way of gathering the data within the resources and time constraints. The structure of the questionnaire included structured and semi-structured questions as this provide the flexibility for specific and unique responses to some of the questions. The questionnaire had three parts. Section A contained general information about the respondents; section B covered the extent of adoption of marketing strategies and Section C had the effects of marketing strategies on corporate branding. The administration of the questionnaire was done through ‘drop and pick later’ method. The

questions included both closed and open-ended questions with subheadings where necessary to guide the respondents respectively.

3.10 Data Analysis

The completed questionnaires were edited for completeness and consistency. The raw primary data collected was then coded prior to being input into SPSS software. Once coded, the data was then being cleaned to ensure accuracy and completeness of the information obtained. In analyzing the data collected, both descriptive and inferential statistics was utilized. To quantify the strength of the relationship between the variables, the researcher was conducted a multiple regression analysis. With multiple regression analysis, we can assess the effects of multiple predictor variables (rather than a single predictor variable) on the dependent measure. As such, the data was broken down into the effects of pricing, distribution, promotion and product strategies on corporate branding. The regression model therefore was modelled as follows:

$$Y = a + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \varepsilon$$

Where:

Y = Corporate Branding (Dependent variable).

a = Constant

$\beta_1, \beta_2, \beta_3$ and β_4 = Coefficient of Independent variables

X_1 = Pricing Strategies

X_2 = Distribution Strategies

X_3 = Promotion Strategies

X_4 = Product Strategies

ε = Error term.

The result of the findings was presented in the form of frequency tables, graphs and pie charts to facilitate description and explanation of the study findings. This generated quantitative reports through tabulations, percentages, and measure of central tendency.

3.11 Ethical Consideration

The moral thought of research is a functioning adherence to the moral principle standards and expert gauges fundamental for the capable routine with regards to explore. The examination considered bunches of moral issues particularly in the region of respondent's protection, the investigation would just utilize the data accumulated from respondents for research purposes and measures to ensure integrity of the data collected for the intended reasons only. All the data in the investigation was exceedingly private and measures to ensure the participants privacy will be respected including the data how the data will be securely stored, assessed and used only for research purposes. . The observes the exploration standards or more all the analysts kept up supreme trustworthiness and objectivity in the use of the information accumulation strategies to touch base at the coveted outcomes.

The analyst adhered to the relevant ethical standards, regulations and guidelines established by institutions to ensure compliance to set rules and regulations.

The analyst assumed liability to guarantee that the respondents were told about the estimation of the examination being explored. This would empower respondents to decidedly value their commitment as members in the examination. The scientist would guarantee that the authorization of the respondents was looked for first with the end goal to complete some other investigation exercises, for example, the utilization of primary material was required and utilization of recorded information where required.

The analyst did not look to offer anything with the end goal to request for data or

information; and therefore, reactions were considered as legitimate concern for the respondents themselves. The specialist guaranteed that straightforwardness, fair treatment, respect and emphasized the importance of treating all participants and information as legit esteems are put at the bleeding edge to effectively direct the examination.



CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSIONS

4.1 Introduction

The chapter outlines the study findings and discussions of the research. Findings relate to the study objectives and questions that informed the study. Data analysis was conducted to determine the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. The study focused on the effect of pricing strategies, distribution strategies, promotion strategies and product strategies.

4.2 Response Rate

The study targeted 219 respondents based on the questionnaires issued and 179 questionnaires were received. This represents 81.7% response rate. According to Sekaran (2003), a 30% response rate is considered acceptable. The response rate as given in Figure 3 was therefore sufficient to ascertain the reliability of the study findings.

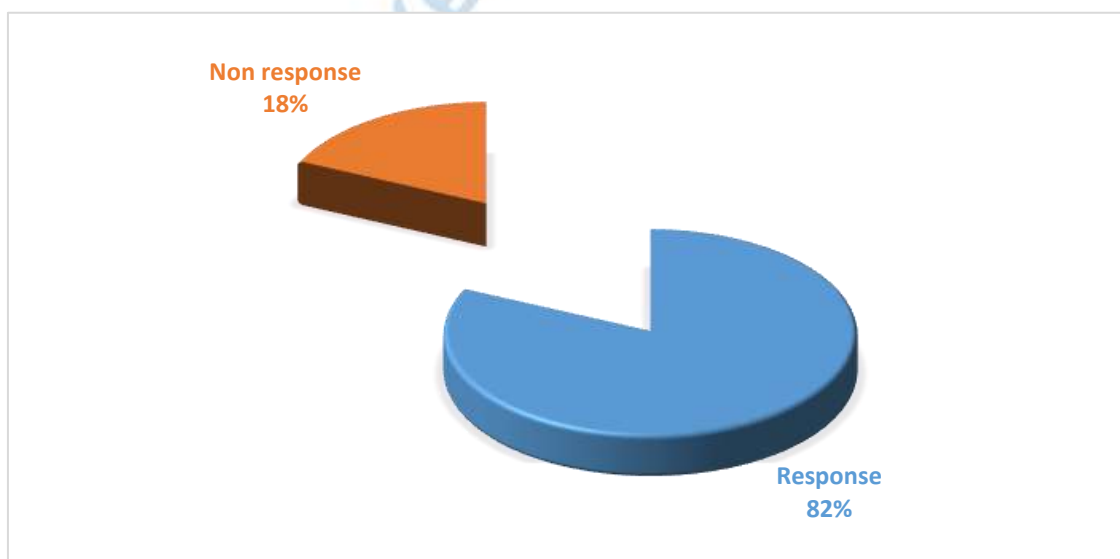


Figure 3: Response Rate

Source: Field Data (2023)

4.3 Demographic Characteristics of Respondents

The background information of the respondents is referred to as their demographic characteristics. The researcher was interested in learning information regarding the respondent's position in the company as well as the length of time they had worked for the organization in a continuous capacity. In this part, the findings concerning the demographics of the respondents are presented as follows:

4.3.1 Length of Continuous Service

Length of continuous years of service means the number of full calendar years of employment by the respondent. Figure 4 indicate that majority of the respondents, making 36% had worked for the organization for between 5-10 years, followed by those who had worked for between 10-15 years, forming 34% and then 16% had worked for less than 5 years. The least presentation was those who had worked for over 15 years, making up 14% of the respondents.

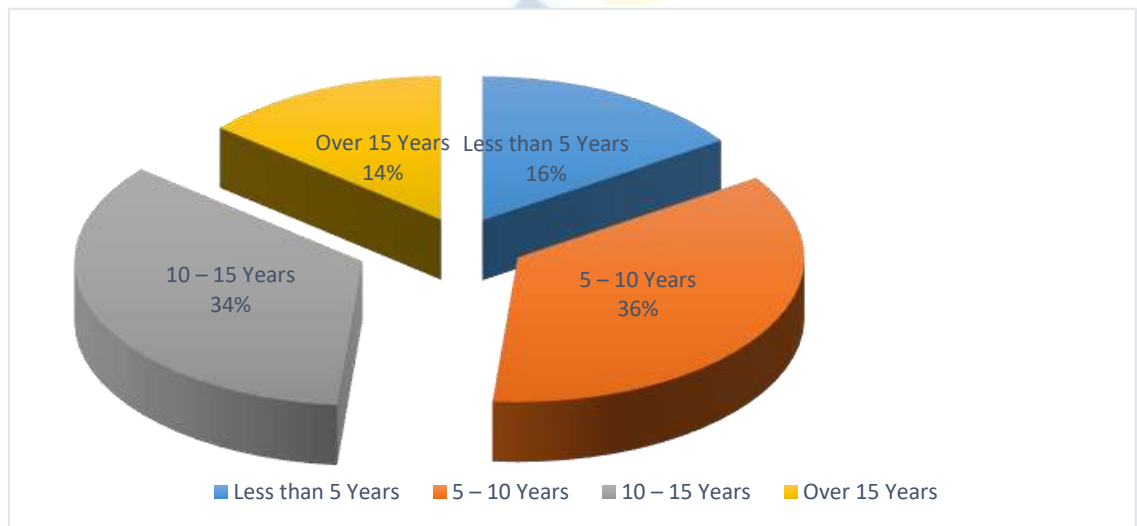


Figure 4: Length of Continuous Service

Source: Field Data (2023)

The above findings implied a balanced presentation of the different working groups, based on years of service. This would improve the reliability of the generalization made from the study.

4.3.2 Position in the Organization

The researcher considered the positions of management, operations and marketing/customer care as key in responding to the posed questions. The three cadres of management were considered relevantly knowledgeable regarding marketing strategies on corporate branding. Figure 5 indicate that majority of the respondents (50%) were in operations department, while 30% of the respondents were in marketing and customer care department, with the least of the respondents making up 20% from management. The findings indicate that all the targeted departments were fairly represented, making up reliable data for analysis.



Figure 5: Position in the Organization

Source: Field Data (2023)

4.4 Descriptive Statistics on Marketing Strategies

The respondents were asked to TICK appropriately based on the following scale to indicate the extent to which the company had implemented marketing strategies, using the scale of 5 = To a very large extent; 4 = Large extent; 3 = Moderate extent; 2 = Small extent and 1 = Very small extent. The findings are as outlined below:

4.4.1 Pricing Strategy

The table presents a descriptive analysis of various pricing strategies employed by the company, as assessed by respondents. The analysis focuses on the mean and standard deviation of each item, providing insights into the central tendencies and dispersion of the responses. These findings can be contextualized by relating them to previous studies, highlighting either alignment or contradiction with established research.

Table 4: Pricing Strategy

Sub Variables	Std.				
	N	Mean	Deviation	Skewness	Kurtosis
The company sets and reviews prices of their products and services.	179	3.7877	.95967	-.526	-.107
There is the emphasis on the use of cost standards as a basis of setting prices.	179	3.7095	.96248	-.496	-.176
The company reduces its prices of its products and services as a competitive approach.	179	3.7542	.96333	-.556	-.100
The company uses operating costs to vary the prices from time to time.	179	3.7654	.95443	-.572	-.028
Average	179	3.7542	.95998	-.538	-.103

Source: Field Data (2023)

Firstly, the item "The company sets and reviews prices of their products and services" has a mean score of 3.7877, indicating a relatively high level of agreement among respondents that the company regularly engages in price setting and review activities.

The standard deviation of 0.95967 suggests a moderate degree of variability in the responses. This finding aligns with Kotler and Keller's (2016) assertion that continuous price review is crucial for maintaining competitive advantage and responding to market changes. The moderate variability in responses might reflect different departmental perspectives or varying levels of involvement in pricing decisions, as noted by Hinterhuber (2018).

Secondly, the statement "There is an emphasis on the use of cost standards as a basis for setting prices" has a mean score of 3.7095. This score reflects a strong agreement that cost standards are an important consideration in the company's pricing decisions. The standard deviation of 0.96248 indicates a similar level of response variability as the first item. This finding is consistent with the study by Monroe (2013), which emphasizes the importance of cost-based pricing strategies in ensuring financial sustainability and competitive pricing. However, it contrasts with the findings of Nagle and Müller (2017), who suggest that customer value-based pricing may be more effective in certain markets.

Thirdly, the item "The company reduces its prices of its products and services as a competitive approach" has a mean of 3.7542, showing that respondents generally agree that price reduction is employed as a competitive strategy. The associated standard deviation of 0.96333 denotes a moderate spread in the responses. This finding supports the work of Rao and Bergen (1992), who highlight that price competition can be an effective strategy in highly competitive markets. However, it contrasts with the perspectives of Simon and Fassnacht (2019), who caution that frequent price reductions can erode brand value and lead to price wars.

Fourthly, the statement "The company uses operating costs to vary the prices from time to time" has a mean score of 3.7654, which indicates that respondents agree with the

assertion that operating costs influence pricing variability. The standard deviation of 0.95443, similar to the other items, shows a moderate range of responses. This finding is in line with the cost-plus pricing model described by Drury (2018), which incorporates operating costs as a key determinant of pricing decisions. On the other hand, it somewhat contradicts the dynamic pricing models suggested by Talluri and Van Ryzin (2005), which advocate for a more flexible approach based on real-time market demand and supply conditions.

4.4.2 Distribution Strategy

The table provides a descriptive analysis of various marketing strategies and practices within the company, focusing on the mean and standard deviation for each item. These metrics offer insight into the central tendencies and variability of respondents' perceptions, which can be contextualized by relating the findings to previous studies, highlighting either alignment or contradiction with established research.

Table 5: Distribution Strategy

Sub Variables	N	Std.		Skewness	Kurtosis
		Mean	Deviation		
The company has established policies for customer acquisition.	179	3.6816	.95650	-.413	-.392
The company has many different intermediaries to improve distribution of their goods and services.	179	3.7542	.99206	-.536	-.272
There are service innovation programs in place.	179	3.7542	.90933	-.444	-.313
The company uses operating costs to vary the prices from time to time.	179	3.7654	.95443	-.572	-.028
Average	179	3.7389	.95308	-.491	-.251

Source: Field Data (2023)

Firstly, the item "The company has established policies for customer acquisition" has a mean score of 3.6816, indicating that respondents generally agree that the company has effective policies in place for acquiring customers. The standard deviation of 0.95650 suggests a moderate level of variability in responses. This finding aligns with research by Reinartz, Thomas, and Kumar (2015), which emphasizes the importance of well-defined customer acquisition strategies in enhancing customer base and business growth. However, the moderate variability in responses may indicate that not all employees are equally aware of or engaged with these policies, echoing the sentiments of Day and Moorman (2010), who highlight the challenges in aligning internal stakeholders with strategic initiatives.

Secondly, the statement "The company has many different intermediaries to improve the distribution of their goods and services" has a mean score of 3.7542. This score reflects a strong agreement among respondents that the company utilizes a diverse range of intermediaries for distribution purposes. The standard deviation of 0.99206 indicates a slightly higher variability in responses. This finding supports the work of Anderson and Narus (2019), who assert that the use of multiple intermediaries can enhance distribution efficiency and market reach. The variability in responses might be due to differences in the perceived effectiveness of these intermediaries across various regions or product lines, as suggested by Bucklin (2016).

Thirdly, the item "There are service innovation programs in place" also has a mean score of 3.7542, showing that respondents generally agree that the company is proactive in implementing service innovation programs. The associated standard deviation of 0.90933 indicates a lower level of variability compared to other items, suggesting a more consistent perception among respondents. This finding is in line with the research by Avlonitis, Papastathopoulou, and Gounaris (2011), which emphasizes

the role of service innovation in maintaining competitive advantage and responding to changing customer needs. The relatively lower variability indicates a broad consensus on the presence and importance of these programs within the company.

Lastly, the statement "The company uses operating costs to vary the prices from time to time" has a mean score of 3.7654, indicating that respondents agree with the assertion that operating costs influence pricing variability. The standard deviation of 0.95443, similar to the other items, shows a moderate range of responses. This finding aligns with Drury's (2018) cost-plus pricing model, where operating costs are a key factor in pricing decisions. However, it also contrasts with the more dynamic pricing models proposed by Talluri and Van Ryzin (2015), which advocate for a flexible approach based on real-time market demand and supply conditions.

4.4.3 Promotion Strategy

The table provides a descriptive analysis of various marketing and pricing strategies employed by the company, with a focus on the mean and standard deviation for each item. These metrics offer insight into the central tendencies and variability of respondents' perceptions. By relating the findings to previous studies, we can highlight either alignment or contradiction with established research.

Table 6: Promotion Strategy

Sub Variable	N	Std.		Skewness	Kurtosis
		Mean	Deviation		
The company has advertising programs to improve promotion of its services.	179	3.7877	.99418	-.568	-.240
The company has many different intermediaries to improve distribution of their goods and services.	179	3.7486	.99348	-.519	-.299
The company uses operating costs to vary the prices from time to time.	179	3.7933	.92211	-.533	-.069
The company reduces its prices of its products and services as a competitive approach.	179	3.7542	.96333	-.556	-.100
Average	179	3.7710	.96828	-.544	-.177

Source: Field Data (2023)

Firstly, the item "The company has advertising programs to improve promotion of its services" has a mean score of 3.7877, indicating that respondents generally agree that the company effectively utilizes advertising programs to promote its services. The standard deviation of 0.99418 suggests a moderate level of variability in responses. This finding aligns with the research by Vakratsas and Ambler (2019), which emphasizes the importance of advertising in enhancing brand awareness and customer engagement. However, the variability in responses may reflect differences in the perceived effectiveness of these programs across different markets or demographic segments, as noted by Kotler and Keller (2016).

Secondly, the statement "The company has many different intermediaries to improve the distribution of their goods and services" has a mean score of 3.7486. This score reflects a strong agreement among respondents that the company uses a diverse range of intermediaries for distribution purposes. The standard deviation of 0.99348 indicates a similar level of response variability as the first item. This finding supports the work of

Anderson and Narus (1990), who assert that the use of multiple intermediaries can enhance distribution efficiency and market reach. The moderate variability in responses might be due to differences in the effectiveness of these intermediaries in various regions, consistent with Bucklin's (2016) insights on distribution channel management. Thirdly, the item "The company uses operating costs to vary the prices from time to time" has a mean score of 3.7933, showing that respondents generally agree that operating costs are considered in pricing decisions. The associated standard deviation of 0.92211 indicates slightly less variability compared to other items, suggesting a more consistent perception among respondents. This finding is in line with Drury's (2018) cost-plus pricing model, which incorporates operating costs as a key determinant of pricing decisions. However, it also contrasts with dynamic pricing models suggested by Talluri and Van Ryzin (2015), which advocate for a more flexible approach based on real-time market conditions.

Lastly, the statement "The company reduces its prices of its products and services as a competitive approach" has a mean score of 3.7542, indicating that respondents agree with the assertion that price reduction is employed as a competitive strategy. The standard deviation of 0.96333 shows a moderate range of responses. This finding aligns with Rao and Bergen's (1992) work, which highlights that price competition can be an effective strategy in highly competitive markets. However, it contrasts with the views of Simon and Fassnacht (2019), who caution that frequent price reductions can erode brand value and lead to price wars.

4.4.4 Product Strategy

The table provides a descriptive analysis of various product and service development strategies within the company, focusing on the mean and standard deviation for each

item. These metrics offer insight into the central tendencies and variability of respondents' perceptions, contextualized by relating the findings to recent studies, highlighting either alignment or contradiction with established research.

Table 7: Product Strategy

Sub Variables	N	Mean	Std. Deviation	Skewness	Kurtosis
The company has product and service development department.	179	3.7374	.95594	-.466	-.326
The company analyses the product life cycle of each product or service on a continuous basis.	179	3.8212	.93099	-.565	-.074
There are service innovation programs in place.	179	3.7654	.91229	-.459	-.309
The company ensures that there is product and service variety.	179	3.7821	.99013	-.568	-.220
Average	179	3.7765	.94733	-0.515	-.232

Source: Field Data (2023)

Firstly, the item "The company has a product and service development department" has a mean score of 3.7374, indicating that respondents generally agree that the company maintains a dedicated department for product and service development. The standard deviation of 0.95594 suggests a moderate level of variability in responses. This finding aligns with the assertions of Trott (2017), who emphasize the importance of having a specialized development department to foster innovation and maintain competitive advantage. The variability in responses may reflect differences in departmental integration or awareness of development activities across various segments of the company.

Secondly, the statement "The company analyses the product life cycle of each product or service on a continuous basis" has a mean score of 3.8212. This score reflects strong agreement among respondents that the company consistently monitors the life cycle of

its offerings. The standard deviation of 0.93099 indicates slightly less variability compared to the first item, suggesting a more consistent perception among respondents. This finding is supported by the work of Golder and Tellis (2018), who highlight the critical role of life cycle analysis in strategic planning and resource allocation. Continuous monitoring ensures that the company can effectively manage products from introduction to decline, optimizing profitability and market relevance.

Thirdly, the item "There are service innovation programs in place" has a mean score of 3.7654, showing that respondents generally agree that the company has implemented service innovation programs. The associated standard deviation of 0.91229 indicates a lower level of variability, suggesting a more uniform perception among respondents. This finding aligns with the research by Den Hertog, van der Aa, and de Jong (2010), which underscores the importance of innovation programs in enhancing service quality and customer satisfaction. The relatively lower variability indicates a broad consensus on the presence and importance of these programs within the company.

Lastly, the statement "The company ensures that there is product and service variety" has a mean score of 3.7821, indicating that respondents agree with the assertion that the company provides a diverse range of products and services. The standard deviation of 0.99013 shows a moderate range of responses. This finding aligns with the perspectives of Bhatnagar and Ratchford (2017), who emphasize the importance of product variety in meeting diverse customer needs and preferences. However, the variability in responses might indicate differing opinions on the extent and effectiveness of the variety offered, reflecting challenges in balancing innovation with operational complexity.

4.5 Descriptive Statistics on Corporate Branding

The table provides a descriptive analysis of the company's performance metrics, focusing on brand loyalty, efficiency, market share, and brand awareness. The analysis uses the mean and standard deviation to understand the central tendencies and variability of respondents' perceptions, contextualized by relating the findings to recent studies, highlighting either alignment or contradiction with established research.

Table 8: Descriptive Statistics on Corporate Branding

Sub Variables	N	Std.		Skewness	Kurtosis
		Mean	Deviation		
The company has achieved improved brand loyalty.	179	3.8603	.91648	-.471	-.352
The efficiency of the company has improved.	179	3.9330	.81142	-.323	-.495
The market share of the company has improved.	179	3.9888	.89937	-.634	-.100
There is improved brand awareness	179	3.9050	.90375	-.688	.269
Average	179	3.9209	.87437	-.521	-.151

Source: Field Data (2023)

Firstly, the item "The company has achieved improved brand loyalty" has a mean score of 3.8603, indicating that respondents generally agree that the company has successfully enhanced brand loyalty. The standard deviation of 0.91648 suggests a moderate level of variability in responses. This finding aligns with the research by Iglesias, Singh, and Batista-Foguet (2011), which emphasizes the role of brand loyalty in sustaining long-term customer relationships and competitive advantage. The

variability in responses may reflect differences in customer experiences and loyalty programs across various markets or product lines.

Secondly, the statement "The efficiency of the company has improved" has a mean score of 3.9330. This score reflects strong agreement among respondents that the company's efficiency has seen significant improvement. The standard deviation of 0.81142 indicates less variability compared to the other items, suggesting a more consistent perception among respondents. This finding is supported by the work of Nisar and Prabhakar (2017), who highlight that operational efficiency is crucial for reducing costs and improving overall performance. The lower variability in responses might indicate widespread recognition of efficiency improvements across different departments within the company.

Thirdly, the item "The market share of the company has improved" has a mean score of 3.9888, showing that respondents strongly agree that the company has achieved an increase in market share. The associated standard deviation of 0.89937 indicates a moderate level of variability in responses. This finding aligns with the research by Morgan, Slotegraaf, and Vorhies (2009), which underscores the importance of market share as a key indicator of competitive success and market dominance. The moderate variability in responses may be due to differing perspectives on the extent of market share growth across various segments or regions.

Lastly, the statement "There is improved brand awareness" has a mean score of 3.9050, indicating that respondents agree with the assertion that brand awareness has improved. The standard deviation of 0.90375 shows a moderate range of responses. This finding aligns with the perspectives of Bruhn, Schoenmueller, and Schäfer (2012), who emphasize the importance of brand awareness in driving customer recognition and preference. The moderate variability in responses might reflect differing opinions on

the effectiveness of brand awareness campaigns or varying levels of brand recognition in different markets.

4.6 Regression Diagnostics

Given that the study included an application of multiple regression analysis, it was essential to establish the degree of precision that could be inferred from the results. In order to assist in the diagnosis, it was necessary to conduct tests for normality, multicollinearity, autocorrelation, heteroscedasticity, and linearity. The following is an explanation of the analysis:

4.6.1 Test of Normality

According to Kwak and Park (2019), a normality test validates the dependability of the data. It is essential to test and confirm that the data fit the normality criteria since various statistical methods make the assumption that the population data distribution has a normal distribution. This is because the assumption is made before performing the statistical analysis. If the Shapiro-Wilk score is more than 0.05, then the results in this test are considered to be normal. The findings given in Table 9 shows normality since Shapiro-Wilk scores were more than 0.05.

Table 9: Tests of Normality

Variable	Shapiro-Wilk Scores		
	Statistic	df	Sig.
Pricing Strategy	.914	5	.490
Distribution Strategy	.838	4	.189
Promotion Strategies	.929	6	.570
Product Strategies	.729	4	.024

a. Lilliefors Significance Correction

Source: Field Data (2023)

4.6.2 Test for Multicollinearity

It indicates that there is a strong and consistent linear correlation between the predictor variables. Consequently, determining the distinct impacts of each independent variable on the dependent variable can be challenging during regression analysis. The VIF was employed to examine the correlation among the predictors. Multicollinearity is characterized by a significant correlation. This raises the probability that certain factors will have no statistical significance (Shrestha, 2020). The Variance Inflation Factor (VIF) was employed to examine the correlation among the independent variables. According to Young (2017), VIF values should ideally fall within the range of 1 to 10 and the tolerance values should be above 0.2. The implication is that tolerance values below 0.20 indicate a significant problem with collinearity. Table 10 indicate that there was no problem of multicollinearity, since VIF values fall between 1 and 10 and the tolerance values are above 0.2.

Table 10: Multicollinearity Test

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Pricing Strategies	.769	1.300
	Distribution Strategies	.372	2.691
	Promotion Strategies	.885	1.130
	Product Strategies	.394	2.538

a. Dependent Variable: BP

Source: Field Data (2023)

4.6.3 Test of Autocorrelation

It measures the relationships between the initial value of a construct and its delayed value in a sequence of time. Autocorrelation analysis facilitates the identification of repetitive periodic patterns. It is utilized to detect patterns or deviations from randomness in the provided data. The Durbin-Watson statistic was selected for this objective. The result indicate that the Durbin-Watson statistic was 2.023, which falls within the expected range of $1.5 < d < 2.5$. The implication was that there was no autocorrelation.

4.6.4 Test for Heteroscedasticity

It means that the variance of the predictor variable does not vary similarly throughout the data. The findings illustrated in Figure 6 indicates lack of heteroscedasticity.

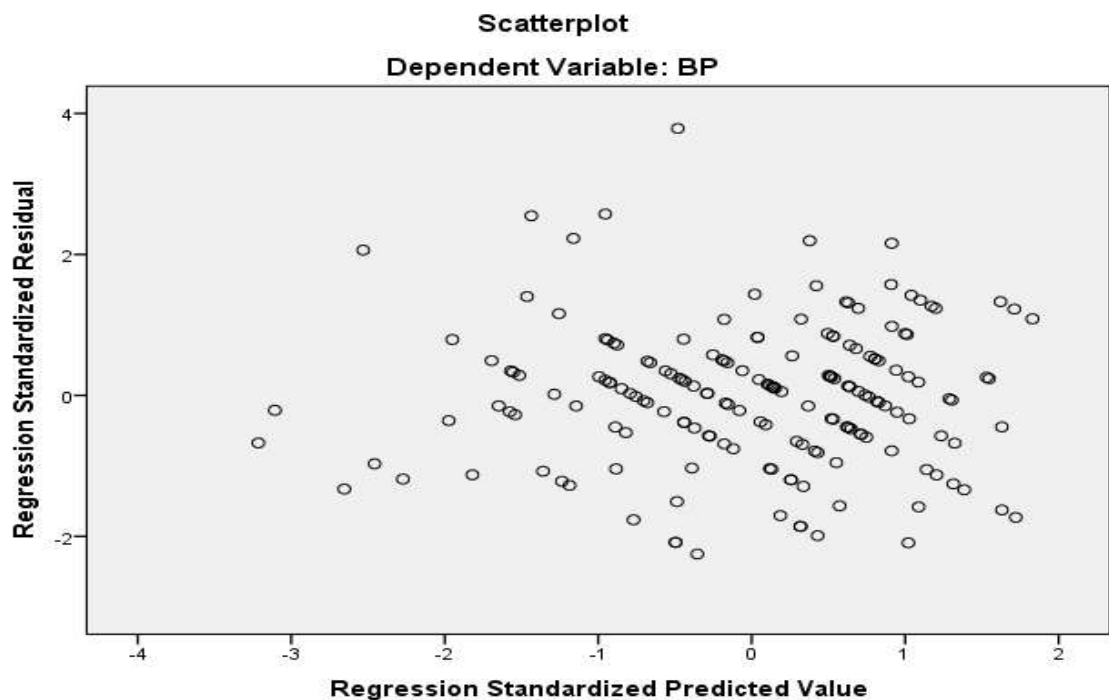


Figure 6: Test for Heteroscedasticity

Source: Field Data (2023)

4.6.5 Linearity Test

It determined if there was a linear relationship between the predictors and the predicted parameters. In regression analysis, it is essential to have a linear correlation between the parameters being regressed and the regressor variables. The condition is demonstrated when the divergence from linearity exceeds 0.05. The variables in Table 11 therefore exhibited linear relationships.

Table 11: Test of Linearity

			Sum of Squares	df	Mean Square	F	Sig.
Brand	Between	(Combined)	18.263	60	.304	2.372	.000
Performance and Marketing Strategies	Groups	Linearity	10.282	1	10.282	80.119	.000
		Deviation from Linearity	7.981	59	.135	1.054	.398
	Within	Groups	15.144	118	.128		
	Total		33.407	178			

Source: Field Data (2023)

4.7 Correlation Analysis

Correlation involves assessing the association, relationship between two variables to ascertain positive or negative relatedness. The two variables are said to be related if changes in one influence the other. Therefore, correlation coefficients were employed to measure the degree to which two variables are connected or associated. Table 12 shows that there was a moderately positive and significant correlation between pricing strategy and brand performance given by $r = .36$; $p=0.00$. Distribution strategy on the other hand had a moderate positive and significant correlation with brand performance given by $r = .532$; $p=0.00$. The findings also established that promotion strategy had a low positive but insignificant correlation with brand performance since $r = .024$; $p=.746$. Finally, product strategy had a strong positive and significant correlation with brand

performance given by $r = .740$; $p = 0.00$. The implication is that positive variations in pricing, distribution and product strategy had significant positive variation in brand performance, while promotion strategy did not significantly correlate with brand performance.

Table 12: Correlation Matrix

		Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
Pricing Strategy	Pearson Correlation	1	.426**	.310**	.378**	.360**
	Sig. (2-tailed)		.000	.000	.000	.000
	N			179	179	179
Distribution Strategy	Pearson Correlation		1	.255**	.777**	.532**
	Sig. (2-tailed)			.001	.000	.000
	N			179	179	179
Promotion Strategy	Pearson Correlation			1	.195**	.024
	Sig. (2-tailed)				.009	.746
	N				179	179
Product Strategy	Pearson Correlation				1	.740**
	Sig. (2-tailed)					.000
	N					179
Brand Performance	Pearson Correlation					1
	Sig. (2-tailed)					
	N					

** . Correlation is significant at the 0.01 level (2-tailed).

Source: Field Data (2023)

4.8 Regression Analysis

To determine the strength of the relationship between the variables, a multiple regression analysis was conducted. This helped to assess the effects of multiple predictor variables on the dependent measure. As such, the data was broken down into the effects of pricing, distribution, promotion and product strategies on corporate branding. The findings are as analyzed below:

4.8.1 Model Summary

According to Table 13, $R = .764$ indicates that a good correlation exists between marketing strategies and corporate branding. The coefficient of determination, or R square, shows that the variables used in the regression model account for 58.3% of the variations in corporate branding. The adjusted R^2 of 57.4% imply that marketing strategies adopted by Safaricom Ltd account for 57.4% variations in their corporate brand performance. The consequence is that other factors not considered in the model were responsible for 42.6% of variations in corporate branding. According to the standard error of estimation, the average marketing strategies score was 0.28292 points outside the predicted range by the model. The better the model fits the data, which indicates the model's applicability, the less the value of the estimation error standard.

Table 13: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.764 ^a	.583	.574	.28292

a. Predictors: (Constant), PRS, PRMS, PS, DS

b. Dependent Variable: BP

Source: Field Data (2023)

4.8.2 Analysis of Variance

Table 14 shows that marketing strategy significantly affect brand performance of Safaricom Ltd, given $p=.000$. This means that improved marketing strategy practices led to improved brand performance of Safaricom Ltd. An F-statistic of 60.841 indicates that the degree of dissimilarity between sample means is larger than the degree of dissimilarity within samples. High F statistics is associated with lower p-value, implying that variations in predictor variables reliably and significantly cause variations in the dependent variable.

Table 14: Analysis of Variance

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	19.479	4	4.870	60.841	.000 ^b
	Residual	13.927	174	.080		
	Total	33.407	178			

a. Dependent Variable: BP

b. Predictors: (Constant), PRS, PRMS, PS, DS

Source: Field Data (2023)

4.8.3 Regression Coefficient

According to Table 15, 1.446, shows the regression intercept, indicating that brand performance takes the value of 1.446 when marketing strategy takes value 0. It represents the slope of the regression model. The positive value of the slope imply that improved marketing strategy practices lead to improved brand performance of Safaricom Ltd. The beta values indicate that .114 is the amount by which brand performance varies with one-unit variation in brand performance. Brand performance also varies with -1.111, because of one-unit variation in distribution strategy. The study also found out that, a one-unit variation in promotion strategy lead to -.132 variation in

brand performance. Finally, a one-unit change in product strategy would lead to .762 change in brand performance.

The findings also indicate that promotion and product strategy significantly affected brand performance given the values $p=.005$ and $p=.000$ respectively. Pricing and distribution strategy however did not have significant effect on brand performance since the p-values were greater than 0.005. The regression model to be used can therefore be summarized as $Y = 1.446 + .144X_1 - .111X_2 - .132X_3 - .762 X_4 + \epsilon$; Where Y = Corporate Branding, X_1 = Pricing Strategies, X_2 =Distribution Strategies, X_3 =Promotion Strategies, X_4 = Product Strategies and ϵ = Error term.

Table 15: Regression Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients		Sig.
	B	Std. Error	Beta	T	
1 (Constant)	1.446	.235		6.152	.000
Pricing Strategy	.144	.052	.154	2.751	.007
Distribution Strategy	-.111	.075	-.120	-1.491	.138
Promotion Strategy	-.132	.046	-.149	-2.868	.005
Product Strategy	.762	.074	.804	10.311	.000

a. Dependent Variable: BP

Source: Field Data (2023)

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This section provides a summary of the findings, together with the conclusions and recommendations drawn from those findings. It also examines the recommendations for further research in this field of study.

5.2 Summary of the Result Findings

The study findings were based on the objectives. The general objective of this study was to determine the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. Specifically, the study was meant to examine the effect of pricing strategies; to determine the effect of distribution strategies; to determine the extent to which promotion strategies affect brand performance and to establish how product strategies, affect brand performance of Safaricom Ltd, Kenya. The study findings were summarized as follows:

5.2.3 Pricing Strategies on Brand Performance

The study established that Safaricom Limited adopted pricing strategies to a moderate extent. The strategies included setting and reviewing prices of their products and services, followed by using operating costs to vary the prices from time to time and then reduction of prices of products and services as a competitive approach. The least practiced pricing strategy was emphasis on the use of cost standards as a basis of setting prices. The study also established that there was a moderately positive and significant correlation between pricing strategy and brand performance. Further, the study established that pricing strategy did not have significant effect on brand performance.

5.2.3 Distribution Strategies on Brand Performance

The findings establish that the company adopted distribution strategy on a moderate basis. The most adopted distribution strategy was the use of operating costs to vary the prices from time to time, followed by the use of many different intermediaries to improve distribution of their goods and services and then having service innovation programs in place. The least adopted distribution strategy practice was the establishment of policies for customer acquisition. Regarding correlation between distribution strategy and corporate branding, the study found out that distribution strategy had a moderate positive and significant correlation with brand performance. The regression coefficients further established that distribution strategy did not have significant effect on brand performance since.

5.2.4 Promotion Strategies affect Brand Performance

It was found out that promotion strategy was averagely adopted to a moderate extent. The most adopted practice was the use of operating costs to vary the prices from time to time, followed by the use of advertising programs to improve promotion of its services and then the reduction of prices of products and services as a competitive approach. The least adopted practice was the use of many different intermediaries to improve distribution of their goods and services. The findings also established that promotion strategy had a low positive but insignificant correlation with brand performance.

5.2.4 Product Strategies on Brand Performance

The findings indicated that the company adopted product strategy to a moderate extent. The most practiced product strategies were the analyses of product life cycle of each product or service on a continuous basis, followed by the company ensuring that there

is product and service variety and then there are service innovation programs in place. The least product strategy practiced was having product and service development department. Correlation coefficient revealed that product strategies had a strong positive and significant correlation with brand performance. The implication was that positive variations in product strategies had significant positive variation in brand performance. Finally, regression coefficients established that product strategies significantly affected brand performance.

5.2.5 Marketing Strategies on Corporate Branding

The study established that a good correlation exists between marketing strategies and corporate branding. The coefficient of determination, or R square, showed that the variables used in the regression model account for 58.3% of the variations in corporate branding. The adjusted R² of 57.4% on the other hand implied that marketing strategies adopted by Safaricom Ltd account for 57.4% variations in their corporate brand performance. Further it was established that marketing strategy significantly affect brand performance of Safaricom Ltd. This means that improved marketing strategy practices led to improved brand performance of Safaricom Ltd.

5.2 Conclusions

The study concludes that Safaricom Limited moderately adopts pricing strategies. Primary strategies include setting and reviewing prices based on operating costs and market conditions, and reducing prices for competitive advantage. The use of cost standards is less emphasized. Despite a positive correlation between pricing strategy and brand performance, the study finds that pricing strategy does not significantly impact brand performance.

The study concludes that Safaricom Limited adopts distribution strategies to a moderate extent. Effective strategies include using operating costs to vary prices, employing various intermediaries, and implementing service innovation programs. Establishing policies for customer acquisition is less common. Although there is a positive correlation between distribution strategy and brand performance, the study finds that distribution strategy does not significantly impact brand performance.

The study concludes that Safaricom Limited moderately adopts promotion strategies. Key practices include using operating costs to vary prices, implementing advertising programs, and reducing prices competitively. Using intermediaries for distribution is less common. There is a positive correlation between promotion strategy and brand performance, but this correlation is insignificant.

The study concludes that Safaricom Limited moderately adopts product strategies. Key practices include continuous analysis of the product life cycle, ensuring product and service variety, and implementing service innovation programs. Having a product and service development department is less common. The study finds a strong positive correlation between product strategies and brand performance, indicating that effective product strategies significantly enhance brand performance.

The study concludes that there is a significant correlation between marketing strategies and corporate branding at Safaricom Limited. The adopted marketing strategies play a substantial role in enhancing the company's brand performance, indicating that improved marketing strategies lead to better brand performance.

5.3 Recommendations for the Study

The study made the following recommendations;

1. **Enhanced Cost Standard Utilization:** Safaricom Limited should place more emphasis on using cost standards as a basis for setting prices to ensure more consistent and competitive pricing strategies.
2. **Dynamic Pricing Models:** The company should continue to review and adjust prices based on operating costs and market conditions, ensuring that pricing remains competitive while maintaining profitability.
3. **Comprehensive Pricing Analysis:** Implement regular market analysis to better understand customer price sensitivity and competitor pricing strategies, enabling more informed pricing decisions.
4. **Strengthening Customer Acquisition Policies:** Safaricom Limited should develop and enforce robust policies aimed at customer acquisition to enhance their distribution strategy.
5. **Optimizing Intermediary Network:** Expand and optimize the network of intermediaries to ensure broader and more efficient distribution of goods and services.
6. **Innovative Distribution Methods:** Invest in innovative distribution methods, including digital and logistics solutions, to improve reach and efficiency.
7. **Integrated Promotion Strategies:** Safaricom Limited should integrate various promotional activities, including advertising, public relations, and sales promotions, to create a more comprehensive and effective promotion strategy.
8. **Utilize Data Analytics:** Employ data analytics to better understand the effectiveness of different promotional activities and adjust strategies accordingly.

9. **Expand Advertising Efforts:** Increase investment in advertising programs, particularly in digital platforms, to reach a broader audience and enhance brand visibility.
10. **Continuous Product Development:** Establish a dedicated product and service development department to drive continuous innovation and improvement.
11. **Lifecycle Management:** Regularly analyze the product life cycle to identify opportunities for product upgrades, enhancements, and discontinuations.
12. **Diversify Product Portfolio:** Ensure a diverse product and service portfolio that meets varying customer needs and preferences, fostering stronger brand loyalty and performance.

5.4 Recommendations for Further Research

1. **In-depth Analysis of Pricing Strategies:** Further studies should explore the long-term effects of different pricing strategies on brand performance, such as comparing cost-based and value-based pricing.
2. **Impact of Distribution Innovation:** Future research should investigate how innovative distribution methods, like digital channels and logistics optimization, affect brand performance.
3. **Comprehensive Promotion Strategy Evaluation:** Studies should evaluate the effectiveness of integrated promotion strategies, including digital marketing, social media campaigns, and traditional advertising, and their impact on brand awareness and customer engagement.
4. **Product Strategy and Innovation:** Further research should examine the relationship between continuous product development, lifecycle management, customer satisfaction, and brand loyalty in the telecommunications sector.

5. **Marketing Strategies and Corporate Branding:** Studies should investigate how a holistic marketing approach that integrates pricing, distribution, promotion, and product strategies impacts overall brand performance and customer perception.
6. **Customer-Centric Marketing Approaches:** Future research should focus on how customer-centric marketing strategies enhance brand loyalty, customer retention, and overall brand performance.
7. **Comparative Studies Across Industries:** Comparative studies could explore how marketing strategies affect brand performance in different industries, providing insights into industry-specific best practices.
8. **Longitudinal Studies on Marketing Strategy Impact:** Longitudinal studies should assess the long-term impact of marketing strategies on brand performance, providing a deeper understanding of sustained marketing efforts on brand equity and profitability.
9. **Regional and Global Market Dynamics:** Further research could examine how cultural, economic, and regulatory factors in different regions influence the adoption and success of marketing strategies.
10. **Role of Emerging Technologies:** Studies should investigate how emerging technologies like artificial intelligence, big data analytics, and IoT can be leveraged to create more personalized and effective marketing campaigns.

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APPENDICES

Appendix I: Letter of Introduction

Muhumed Abdi Yussuf

P.O Box 1044-80200

Malindi,

Dear respondent,

I am a post graduate student pursuing a Master's Degree in Business Administration at Mount Kenya University.

I am conducting academic research on the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. This questionnaire is aimed at obtaining more information from the company about the opinions, perceptions, experiences and particular issues regarding product branding on competitive performance.

My request is that you try and answer the questions as comprehensively as possible by using the available space provided. If you need more space, you can add the same as an attachment.

Your response will be treated with the utmost confidentiality it deserves and no name will be disclosed without your consent.

Thank you in advance.

Yours faithfully,

Muhumed Abdi Yussuf

Appendix II: Questionnaire

Dear Sir/ Madam,

This questionnaire is intended to gather information to assist in determining the influence of marketing strategies on corporate branding in Safaricom Ltd, Kenya. Kindly help me out to fill in this questionnaire accordingly. Thank you in advance.

SECTION A: BIO DATA

Instruction: tick in the spaces provided.

	Name of the Company			
	Variable	Responding Group		
1.	Length of Continuous Service	Less than 5 Years		
		5 – 10 Years		
		10 – 15 Years		
		Over 15 Years		
2.	Your position in the firm TICK as appropriate	Management.		
		Operations.		
		Marketing/ Customer care.		

SECTION B: MARKETING STRATEGIES

TICK appropriately based on the following scale to indicate the extent to which the company has implemented marketing strategies:

5 = To a very large extent; 4 = Large extent; 3 = Moderate extent; 2 = Small extent and 1 = Very small extent.

	Statement	1	2	3	4	5
A	Pricing Strategies					
	The company sets and reviews prices of their products and services.					
	There is the emphasis on the use of cost standards as a basis of setting prices.					
	The company reduces its prices of its products and services as a competitive approach.					
	The company uses operating costs to vary the prices from time to time.					
B	Distribution Strategy					
	The company has established policies for customer acquisition.					
	The company has many different intermediaries to improve distribution of their goods and services.					
	The company has put in place logistics					

	programs to improve product and service distribution.					
	The company has implemented strategies to identify new markets.					
C	Promotion Strategy	1	2	3	4	5
	The company has advertising programs to improve promotion of its services.					
	There is the implementation of many sales' promotion programs.					
	The company has a number of salespersons for their various products and services.					
	There are several publicity activities launched by the company including sponsorships.					
D	Product Strategy	1	2	3	4	5
	The company has product and service development department.					
	The company analyses the product life cycle of each product or service on a continuous basis.					
	There are service innovation programs in place.					
	The company ensures that there is product and service variety.					

SECTION C: CORPORATE BRANDING

Please indicate the degree of realization of brand performance, due to adoption of of the marketing strategies, using the key:

1 = Not at all; 2 = Small extent; 3 = Moderate extent; 4 = Great extent; 5 = Very great extent

	Statement					
	Brand Performance	1	2	3	4	5
	There is improved brand awareness					
	The company has achieved improved brand loyalty.					
	The efficiency of the company has improved.					
	The market share of the company has improved.					
	There was realization of growth in sales.					
	There is improved financial viability.					

Appendix III: Raw Data

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
1	3.5	3.6	4	3.5	3.67
2	4.5	4	4	4	4
3	3.6	3.5	4.75	3.5	3.67
4	3.5	3.5	4	3.6	3.67
5	4	4.25	4	4.25	4.33
6	3.7	3.75	4.5	3.75	3.83
7	4.5	4.5	4.5	4.5	4.5
8	3.5	3.2	4.25	3.2	3.17
9	4	4	3.25	4	4.33
10	3.5	3.75	2.75	3.75	3.5
11	4	4	3.5	3.75	4
12	3	3.2	3	3.5	3.5
13	4.5	4.5	3.75	4.5	4.83
14	4	4	3.25	4.2	4.33
15	3	3.3	3	3.3	3.33
16	4.5	4.25	4.25	4.25	4
17	4.5	4.5	4.25	4.5	4.33
18	3	2.5	3.5	2.5	2.67
19	4	4	4	4	4
20	3.5	3.3	3.75	3.8	3.5
21	3.5	4	3.5	3.7	4

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
22	3	3.5	4	3.5	3.5
23	4.2	4	3.5	4	4.17
24	3.5	3.75	3.25	3.75	3.67
25	4	4.2	4.5	4	4.17
26	3.6	4	4.5	3.5	3.67
27	3.7	3.25	3.5	3.25	3.83
28	4.2	4.15	3.5	4	4.17
29	4	4	4	4	4.33
30	4.2	4.5	4	4.2	4.67
31	4.2	4.4	4	4.3	4.67
32	4	3.75	3.75	4	4
33	3.5	3.75	3.75	3.75	3.83
34	3	3.75	4.25	3.75	3.17
35	3.5	3.75	4.5	3.75	3.83
36	3.75	3.75	4.25	3.75	3.83
37	4.25	4	4.25	4.2	4.5
38	4.25	4.2	3.25	4	4.17
39	4	4	3.25	4	4.17
40	3.5	4	3	3.5	3.67
41	3.5	3.5	3.75	3.5	3.67
42	3.6	3.25	3.25	3.25	3.5
43	3.25	3.5	3.75	3.5	3.83

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
44	3.5	4.25	4	3.5	3.67
45	3.75	4	3.75	4	4
46	3.8	4.25	4	3.5	3.67
47	4	4	4	4	4.33
48	2.7	3.75	3.25	2.5	2.83
49	3.25	3.75	4.5	3.75	3.33
50	2.75	2.75	3.5	2.75	2.83
51	2.75	2.75	2.75	2.75	3.17
52	3.5	2.25	2.5	2.25	3.67
53	4	4	2.75	4	4.17
54	3.7	4.2	2.75	3.8	4
55	4.25	4	2.5	4	4.17
56	3.75	4	3.25	3.75	4
57	4.75	4.2	3.25	4.2	4.5
58	4	3.5	4	3.5	3.83
59	4.25	4	4	4	4.33
60	3.25	3.75	4	3.75	3.83
61	3.75	4.2	3.75	4.2	4.5
62	4.5	4.2	4	4	4.33
63	3.5	3.75	2.75	3.75	3.5
64	3.5	3.5	4.25	3.5	3.17
65	4	3.75	3.75	3.75	4

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
66	4.5	3	4.5	3.1	3.17
67	3.75	4.2	4.5	4.2	4.5
68	3.2	3.2	4.25	3	3.5
69	3	3.75	4.25	3.75	3.17
70	2.75	3.5	3.75	3.5	3.83
71	4	4	3.75	4	4.17
72	3.25	4	3.75	3.8	4
73	3.5	2.75	4	3	3.5
74	3.7	4.1	3.5	3.8	4
75	4.2	4.2	3	4	4.17
76	4.5	4.2	4.5	4.2	4.33
77	4	4	3.75	4	4
78	4	4.5	4.5	4.5	4
79	2.4	2.5	4.25	2.5	2.67
80	3.5	3	3.75	3	3.5
81	3	3.2	3	3	3.33
82	4.25	4	3.75	4	4.17
83	3.5	3.5	3	3.5	3.67
84	3.75	3.75	3.5	3.75	3.67
85	3.5	4	3.75	3.7	3.67
86	3.5	3.75	3.5	3.75	4.33
87	4.5	4	4.25	4	4

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
88	3	3.75	3.5	4	4.67
89	4.25	4	4	4.2	4.67
90	4.25	4.5	4.75	4.5	4.17
91	4	3.75	3.75	3.75	4
92	3.5	2.5	3.5	3	3.5
93	3	4	3.75	4	4
94	3.5	3.75	3.75	4	4.33
95	3.75	3.5	4	3.5	3.83
96	3.25	4	3.75	3.5	3.67
97	4.5	3.5	4.5	3.5	3.83
98	4	4	4.25	4	3.5
99	4.25	4.5	4	4.5	4.83
100	3.75	3.25	3.75	3.25	3.83
101	3.5	4	3.5	4	4.17
102	4	3.5	4	3.2	3.5
103	3.75	4.5	4.25	4.5	4.33
104	4.25	3.75	4.25	3.75	4
105	3.5	3.5	3.25	3.5	3.67
106	3.5	4.25	4	4.25	4.33
107	4	4	3.5	3.6	4
108	3.25	3.8	3	3.6	4
109	3.75	4.5	4.5	4.5	4

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
110	4.5	3.75	4	3.75	3.67
111	4.25	4	4	4	4.17
112	3	4	3.5	4	3.83
113	3.5	3.75	4	3.75	3.67
114	3.5	4	4.25	3.5	3.83
115	3.5	3.2	4.25	3	3
116	3.75	4.25	4	4.25	4.83
117	3.5	4	3	4	4
118	3.5	3	3	3	3.83
119	4	4	3.75	4	4
120	2.75	3.5	3	4	3.83
121	3.75	4	3.5	4	4
122	3.25	4.25	4	4.25	4.17
123	3.75	4.25	3.75	4.25	4.5
124	4	3.75	3.25	3.75	3.67
125	4	3.5	3.25	2.5	2.83
126	3.5	4	3.5	4	4.17
127	4.25	4.25	3.75	3	3.33
128	4	4.25	4.75	3.2	3.5
129	4.5	3.75	4.5	3.75	3.83
130	3.75	3.25	3.75	3.25	4.33
131	3.75	3.25	3.25	3.25	3.67


S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
132	3.75	3.5	2.75	4	4.33
133	4	3	3.5	3	3.17
134	3.5	3.75	3.25	3.75	4
135	5	3.75	3.75	3.75	3.67
136	4	4.5	3.5	4.5	4.83
137	3.25	4	3.25	4	4.17
138	4	4	3.75	4	4.5
139	4.25	4	4.25	4	4.17
140	4	3.5	3.25	3.5	3.83
141	4	4	4.25	4	3.83
142	3.5	4	3.75	4	3.83
143	3.5	3.25	4	3.25	4.17
144	3.25	3.5	3.25	3.5	4.83
145	3.75	3.5	4.25	3.5	3.83
146	3.25	3.5	3.75	3.5	3.67
147	3.75	4.25	4	4.25	4
148	4.5	4.25	5	3.2	3.33
149	4.5	4.5	4.25	4.5	4
150	3.75	3.75	3.25	4	4.33
151	4	3.75	4.25	4	4.17
152	4.25	2.5	3.75	3.5	3.83
153	3.5	3.5	3.5	3.5	3.83

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
154	3.25	3	3.25	3	3.83
155	3.75	3.5	3.5	3	3.5
156	3.75	3.25	3.75	4	4.33
157	4.25	4.5	3.75	4.5	4
158	3.5	3.5	3.75	4.2	4.67
159	3.5	2.75	3.25	3.5	3.67
160	2.75	3.25	3	4	4.17
161	3.25	3	3.5	4.2	4.67
162	3.5	4.25	3	3.5	3.83
163	3.75	4	3.75	4	4.17
164	4.25	3.5	4.25	3.5	4
165	4	3.75	4.25	3.75	4
166	4	3.75	4	3.75	4.17
167	4	3.75	4	3.75	4.17
168	4	3.5	3.75	3.5	3.17
169	4	4	4.5	4	3.83
170	4	3	4	3	4.17
171	3.25	4.25	4	4.25	4.5
172	4	4.25	4	4.25	3.67
173	3.25	4.5	3.5	4.5	4
174	3.5	3.75	4	3.75	4.17
175	4.5	3.75	4	3.75	3.67

S.NO	Pricing Strategy	Distribution Strategy	Promotion Strategy	Product Strategy	Brand Performance
176	3.75	4	4	4	4.5
177	3.75	4	4.25	4	4.33
178	3.5	3.7	3.75	4.25	3.83
179	3.75	3.25	3.75	3.25	3.67



Appendix IV: ERC Certificate



Mount Kenya University

REF: MKU/ISERC/3322 Date: 03 November 2023
TO: MUHUMED ABDI YUSSUF
REG: MBA/2018/21769

Dear Sir/Madam,

RE: INFLUENCE OF MARKETING STRATEGIES ON BRAND PERFORMANCE IN KENYA: A CASE OF SAFARICOM LIMITED

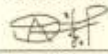
This is to inform you that **Mount Kenya University** has reviewed and approved your above research proposal. Your application approval number is **2366**. The approval period is **03/11/2023 - 02/11/2024**.

This approval is subject to compliance with the following requirements:

- i. Only approved documents including informed consents, study instruments, MTA will be used
- ii. All changes including amendments, deviations and violations are submitted for review and approval by **Mount Kenya University**
- iii. Death and life-threatening problems and serious adverse events or unexpected adverse events whether related or unrelated to the study must be reported to **Mount Kenya University** within 72 hours of notification
- iv. Any changes, anticipated or otherwise that may increase the risks or affect the safety or welfare of study participants and others or affect the integrity of the research must be reported to **Mount Kenya University** within 72 hours
- v. Clearance for export of biological specimens must be obtained from relevant institutions
- vi. Submission of a request for renewal of approval at least 60 days prior to expiry of the approval period. Attach a comprehensive progress report to support the renewal
- vii. Submission of an executive summary report within 90 days upon completion of the study to **Mount Kenya University**


Prior to commencing your study, you will be expected to obtain a research license from National Commission for Science, Technology and Innovation (NACOSTI) <https://research-portal.nacosti.go.ke> and also obtain other clearances needed.

- The Chairman
Mount Kenya University
Ethics Review Committee
P. O. Box 342 - 0100, Thika

Yours sincerely,

Dr. Alfred Owino, PhD
Chairman, Mount Kenya University ISERC

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
Cell: +254 709 153 000 / +254 709 153 200
Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix V: Introduction Letter


Mount Kenya University

DIRECTORATE OF GRADUATE STUDIES

MBA/2018/21769

17th November, 2023

*National Commission for Science Technology & Innovation (NACOSTI)
Off Waiyaki Way, Upper Kabete,
P.O Box 30623- 00100
NAIROBI, KENYA*

Dear Sir/Madam,


RE: MUHUMED ABDI YUSSUF - REGISTRATION NO. MBA/2018/21769

The purpose of this letter is to introduce the above named student who is pursuing **Master of Business Administration** in the department of **Accounting and Finance** in the school of **Business and Economics**

The title of the research is **"Influence of Marketing Strategies on Brand Performance in Kenya: A Case of Safaricom Limited."** It has been cleared by the University's Ethics Review Committee (Certificate attached) and now has to proceed to the field to collect data between **November, 2023 and January, 2024.**

Any assistance accorded to the student will be highly appreciated.





Thank you.


Dr. Samuel M. Karenga, Ph.D
Director, Graduate Studies
Enc.

Mount Kenya University
P. O. Box 342 - 01000, THIKA
Office of the Director,
Graduate Studies

Main Campus, General Kago Road, P.O. Box 342-01000 Thika.
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Email: info@mku.ac.ke, Web: www.mku.ac.ke
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Appendix VI: Research License

 <p>REPUBLIC OF KENYA</p>	 <p>NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION</p>
Ref No: 264986	Date of Issue: 12/December/2023
RESEARCH LICENSE	
	
<p>This is to Certify that Mr., Muhumed Abdi of Mount Kenya University, has been licensed to conduct research as per the provision of the Science, Technology and Innovation Act, 2013 (Rev.2014) in Kilifi on the topic: INFLUENCE OF MARKETING STRATEGIES ON BRAND PERFORMANCE IN KENYA: A CASE OF SAFARICOM LIMITED for the period ending : 12/December/2024.</p>	
License No: NACOSTI/P/23/31829	
Applicant Identification Number 264986	 Director General NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY & INNOVATION

INFLUENCE OF MARKETING STRATEGIES ON BRAND PERFORMANCE IN KENYA: CASE OF SAFARICOM LIMITED

by MUHUMED ABDI

Submission date: 05-Jun-2024 09:17PM (UTC+0300)

Submission ID: 2396315210

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