EMPLOYEES' ROLE IN CORPORATE REBRANDING: A COMPARISON BETWEEN KENYA POWER AND COMMERCIAL BANK OF AFRICA

BY

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DECLARATION

I declare that this dissertation is my original work and has not been previously published or submitted elsewhere for award of a degree. I also declare that this contains no material written or published by other people except where due reference is made and author duly acknowledged.

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ABSTRACT

Corporate rebranding is gaining grounds in modern corporates. It is a new and seldom studied area in the academic field. Although the amount of interest in corporate rebranding has increased, it is more reported in business press rather than in the academic realms and journals. The few studies that have been done usually dealt on the motivation and cost of corporate rebranding. In this study, academic knowledge is enhanced with the help of a survey through comparison between two recently rebranded organizations in Kenya: Kenya Power and the Commercial Bank of Africa. The study aimed at highlighting the importance of employees' involvement in the entire process of corporate rebranding, who traditionally were relegated as "others" and not among the main stakeholders. This study tends to contribute to fill this gap. The main objective of the study is to compare the role of Kenya power and commercial bank of Africa employees in corporate rebranding process. The study was premised on two theories: the buy in theory and the stakeholders' theory of Modern Corporation. The two theories suggest that better employees' involvement lead to better outcomes of corporate rebranding. Population included 1050 marketing employees in Kenya Power, based in Thika and Nairobi and 45 in CBA based in Nairobi. Hence the total population was 1095. A cluster sample size of the 350 from Nairobi and Thika Kenya Power branches and all the 45 in CBA's head office. The study was a comparative descriptive survey where questionnaires were administered to 70 respondents and 40 from commercial bank of Africa. The data was analysed using SPSS and presented in tables of means and standard deviations. The study concludes that there is a positive significant relationship between employees' involvement and the outcome of corporate rebranding. Further, it was found out that better employees' involvement in CBA lead to better outcome as opposed to Kenya Power. Based on the favourable outcome of the process in CBA its recommended that organizations planning to rebrand should involve the employees more in planning organizing and controlling than in leading. Lastly it's recommended that communication should be given a lot of weight in terms of Timing, method and room for feedback.

Key words: Corporate rebranding, Involvement and outcome.

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To God almighty for seeing me through, my supervisor DR Brigette W Okong'a for her able guidance and supervision, classmates and colleagues for their encouragement and all those who could not be mentioned here.

DEDICATION

This study is dedicated to my sister and classmate Pauline Gachiku Kimani who introduced me to KCA University.

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DEFINATION OF TERMS

Corporate branding - refers to the practice of using company's names as product brand name. It is a type of family branding umbrella brand. It includes different touch points like slogan, logo and name. (Muzellec, and Lambkin, 2006)

Corporate Rebranding - is a marketing strategy in which a new name, slogan or logo or a combination of some or all of them is created to develop a new differentiated identity in the mind of stakeholders - customers, shareholders, employees & competitors (Sinclair, 2004)

Corporate Slogan - Refers to a short often memorable phrase used for an extended time to draw attention to one or more aspects of a brand or item. It serves to remind of a specific corporate image (Sinclair, 2004)

Corporate Logo - Is a graphic mark or emblems commonly used by an organisation to aid and promote instant public recognition (Sinclair 2004)

Corporate Stakeholders - Refers to all those parties that are affected or affect the running of a corporate organisation. Include: shareholders, government, employees, customers, suppliers, community and competitors (Sinclair, 2004)

Corporate Makeover - Process of changing or overhauling the entire brand to make it better. It involves changing the appearance instance the slogan, name and logo of the organization (Sinclair, 2004)

ACRONYMS AND ABBREVIATIONS

APA- American Psychological Association

CBA- Commercial Bank of Africa

CEO- Chief Executive Officer

KCC- Kenya Cooperative Creameries

KP- Kenya Power

KPLC- Kenya Power and Lighting Company

NBK- National Bank of Kenya

NYE- New York Exchange

SPSS- Statistical Package for Social Sciences

UK- United Kingdom

USA- United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background to the Study

Today, many organizations undergo corporate rebranding exercises in the belief that they are misunderstood in the market place. Pickrell (2002) notes that researchers had found that rather than hyenas being slobbering, mangy, stupid scavengers, they are really highly intelligent with mental abilities and social skills to match many a primate. To them, the beautiful hyenas are misunderstood and as such should be rebranded. This yielded a fertile ground for another scholarly work by Stuart and Muzellec (2004) entitled which noted that a hyena can only be rebranded if it changes its behaviours.

A change of name and/ or logo and slogan is the main strategy that heralds a new beginning for the organization with an aim of creating a positive image. Organizations use corporate rebranding as a strategy to change their image, mostly to signal stakeholders that something about the organization has changed (for the better).

In branding, the idea of brands as a core asset upon which corporate success depends is deeply ingrained in modern corporate culture as well as being central tenet of marketing discipline. Strong brands are built through many years of sustained investment which, if well judged will yield a loyal consumer franchise that will result in large sales, a high market share and continuing stream of income for the brand owner (Kapferer 1995; Aaker 2000; Keller, 2002). Corporate rebranding involves the practice of building a new name representative of a differentiated position in the mind frame of stakeholders and a distinctive identity from competitors (Laurent, Doogan, Lambkin, 2003). Its main function is to signal the stakeholders that something about the organization has changed for the better. Corporate rebranding can be distinguished from corporate branding as the former refers to a change between an initially formulated corporate brand and a new formulation whereas corporate rebranding is the creation of a new name, term, symbol or design for an established brand in order to create differentiation in the mind of stakeholders and competitors (Merrilees and Miller, 2008). Despite the wisdom in branding, there has been a marked increase in the number of high profile companies rebranding which in essence goes against the long held axioms of marketing. Throughout their business life, organizations keep on rebranding even more than once.

The study involves two Kenyan corporates, Kenya Power and the Commercial Bank of Africa, which carried out corporate rebranding in 2011. Kenya Power is a limited liability company which transmits, distributes and retails electricity to customers throughout Kenya .It is a public company and is listed at the Nairobi Security Exchange. Initially, it was referred to as Kenya Power and Lighting Company until 2011 when it rebranded assuming the name Kenya Power. The rebranding was to make it a modern and responsive corporate. Its core values are customer first, one team, passion, integrity and excellence. It is an ISO certified company with over 3 million customers. Kenya Power is headed by a CEO and a team of chief managers with a total of 7000 employees in 58 branches countrywide (www.kplc.co.ke). On the other hand, the Commercial Bank of Africa was founded in 1962 in Tanzania and later opened branches in Kenya. It is among the East Africa’s privately owned banks operating in Kenya and Tanzania. Its core values are confidence, comfort, prestige and elegance. CBA has a total of 23 branches in Kenya: 13 in Nairobi, 4 in Mombasa and 5 others in upcountry towns of Kisumu, Eldoret, Meru, Thika and Nakuru. It rebranded in 2011 retaining its name but changing its logo and slogan. It termed the rebranding as a root to branch approach meaning a complete overhaul (http:// www.cbagroup.com/).

The buy in theory and stakeholders' theory of Modern Corporation clearly explains the role of employees in corporate rebranding. During corporate rebranding, a big question has always been how to assess the success or outcome. Borges and Branca (2010) suggest that the success and economic rationale of corporate rebranding may be judged by identifying its impact on firm value, that is, the impact on the firm's stock price. However, in their study of rebranded listed companies, they found no evidence of positive impact of corporate rebranding on firm value. This method has the obvious limitation: Not all rebranding companies or brands are listed. How then do we evaluate the non-listed ones? The most accurate way of evaluating the success would there be comparing the new brand performance with the former one. This would involve assessment of the sales volumes and profit which is attributable to the rebranding. The main limitation would be a brand can improve its performance from other factors from without the organization like competitors' failures. Most organizations attribute stronger performance to their rebranding decisions. However, there is near consensus that most of the corporate rebranding processes end up failing to achieve their goals. Gurk (2003) suggested that corporate rebranding is generally received with far less enthusiasm and sometimes a great deal of sarcasm.

1.2 Corporate Rebranding

Of international interest was KPMG which rebranded to bearing point in the United Kingdom to differentiate from the audit company after a forced spin off. Similarly in Africa and Kenya Kencel has rebranded severally changing its name from Kencel to Celtel to Zain and Airtel. This was due to change in ownership and need to standardize the brand internationally. Branding is a significant axiom of marketing where brands are built and sustained over a long period of time. Conversely, rebranding goes against this axiom since it destroys the old brand and brings in a new one. For this to happen the employee must own the new brand and must divorce the old one.

Looking at the face value, even in the most unsuccessful rebranding exercises, it seems like everything was done right. Therefore what went wrong? The new name or brand was innovative and captured the minds of the masses and the competitors, the new slogan and logo better than the previous one, but this still flopped! Why? May be the employee remained the same. He did not undergo a paradigm shift in his mind. His attitude needed more corporate rebranding than the entire organization.

This study was also chiefly motivated by the scholarly work of Stuart and Muzellect (2006) who wondered if a hyena could be rebranded. They concluded that there are more failures than success rates in corporate rebranding although the motivation to rebrand is immense. Any amount of corporate rebranding including marketing communication programmes would not convince the public that a hyena is a nice, caring creature – until its attitude changes. Stuart and Muzellect's (2006) conclusion somehow leaves a dim picture of the entire concept of corporate rebranding.

1.3 Statement of the Problem

Successful corporate rebranding is a huge boost to the overall success of an organization and the failure could cost it a lot. A lot of resources are committed in the process yet there seems to be more failures than successes. Sometimes, despite the high budgets spent on communicating the corporate rebranding, firms fail to create a distinctive image (Bravo et al 2009). As such, a lot of scholarly work for instance Borges and Branca (2010) had put emphasis on such areas like motivation for the rebranding or the impact of corporate rebranding on the market share or future performance of the brand. Some studies for example (Merrilees and Miller 2007; Matanda 2011) had studied the roles of the employee in the entire corporate rebranding process, though with some gaps. The gaps arose since they pointed out that there could be a very strong link between the employee and the success rates but failed to establish that link or relationship between the employee and the outcome of corporate rebranding.

In most cases the employees are designated as ‘others” and not as significant stakeholders. Mostly, the top management focus so much on the clients/customers and competitors and are so much inclined to know their take and not that of the employees. This dilutes the brand. (Urde 1999) confirms that if a staff member is not actively supporting the corporate brand, then they are diluting it, while (Hellen and Laurent 2004) indicate that a change initiated by a CEO or a perceived need to update the image is often an ill-considered change. Gonring (2008) suggests that there is a link between employee engagement and customer loyalty, since employees become the new brand advocates .Truly loyal customers can switch brands if after rebranding, the perceive the new brand as inferior or less creative. (Ogutu and Odera, 2012). Devasagayam et al (2010) notes that there is likely to be a positive association between the identification an employee has with a brand and their support for the brand as well as employees’ satisfaction.

Similarly, brand performance depends on how employees perform their roles in delivering the brand promise based on the brand standards (Punjaisri et al 2009). The role of employees in corporate rebranding should not be overlooked at all. Therefore this study sought to examine the role that the employee plays in the success or failure of corporate rebranding. It would primarily be a comparative study between two recently rebranded organizations in Kenya; The Kenya Power and The Commercial Bank of Africa.

The Marketing Society of Kenya Sokoni magazine (2012) reported that the Commercial Bank of Africa had adopted the Root and Branch Uplift approach or complete overhaul approach. The main reason behind it was to build a regional business operation from scratch. The exercise was reported to be a success as compared to other recent ones especially Kenya Power. The Ratio magazine (2012) also reported that KPLC had rebranded changing its name to Kenya Power to reflect a dynamic market, delight customers, and renew the employees' spirit and to shed off the bad image as a non modern and unresponsive corporate. However it was also reported that Kenya Power needed to do more than rebranding. My work therefore, tried to establish if and how this picture could be brightened, that is if the outcome of corporate rebranding would be better when employees are involved fully.

1.4 General Objective:

To compare the role of Kenya Power and Commercial Bank of Africa (CBA) employees in the rebranding process.

1.4.1 Specific Objective:

1. To establish the level of involvement of employees in the corporate rebranding process of Kenya Power and the CBA.
2. To establish the outcome of corporate rebranding process in Kenya Power and the CBA.
3. To determine the effectiveness of communication used in terms of timing, method and room for feedback.
4. To determine the relationship between employees' involvement and the outcome of the corporate rebranding process of Kenya Power and the CBA.

1.5 General Research Question

Did the employees of Kenya Power and CBA play any role during the corporate rebranding process of their organization?

1.5.1 Research Questions

1. What was the level of employee involvement in the corporate rebranding process of Kenya Power and the CBA?
2. What was the outcome of the process of corporate rebranding process of Kenya Power and in the CBA?
3. Was the communication effective in terms of timing, method and room for feedback?
4. Was there any relationship between employees' involvement and the outcome of corporate rebranding?

1.6 Significance of the Study

The study will be useful to organizations planning to undertake corporate rebranding in that it will help the management to establish why and how to incorporate employees in the entire process. This helps them to assist the employees abandon the old brand and to easily embrace the new brand. (Hellen and Stuart 2004) indicate that employees' loyalty to the old brand may be under estimated. Further, when employees are involved, their attitudes change. Therefore, they are able to see the sense of the enormous cost involved, which in most cases they perceive as unnecessary. In this regard, they join the management in building the new brand (Ashworth 2008).

Further, the study will help fill a gap in that most of the earlier studies focused on other stakeholders like the competitors, management and customers. This now completes all the aspects of stakeholders that matter in corporate rebranding. The study will also add value to the marketing industry since the cost incurred in corporate rebranding is enormous. No organization can afford to fail after doing everything else right apart from its engagement with the main stakeholder – the employee.

The study provides guidance to organizations on whether to inject new and fresh team of employees or to rebrand with the current / existing lot. Gotsi (2008) reported that staff members who join after corporate rebranding align better than existing ones since resistance to change plays a major role. However, the pitfalls of corporate rebranding can be avoided if there is brainstorming with the current employees (Kelleway 2002).

1.7 Scope of the Study

The study focused on the recent corporate rebranding practices undertaken by two Kenya service based organizations – Kenya Power and Commercial Bank of Africa. It also focused on the marketing departments. The data was collected from their Nairobi and Thika branches of Kenya Power while CBA's marketing department is centralized at head office.

1.8 Limitations of the Study

Considering the number of organizations that carry out corporate rebranding exercise, picking a sample size of only two or organizations may lead to slight inaccuracies in generalizing the findings. Further, limiting the study in Nairobi and Thika only may fail to capture any geographical relationship with the outcome of corporate rebranding.

Time limitation may mean that some data regarding the process may not be captured as opposed to when a longitudinal approach is done. A better understanding of the magnitude of the problem could be realized if the study is done from when an organization stars to rebrand through to the end. Budget limitations made it impractical to study a large number of samples (organizations) and employees which would yield a more representative data.

1.9 Basic Assumptions of the Study

The study assumed that the respondents reflected normal perspectives and experiences which were not personal and without fear of reprisals by the management.

It was essential the employees be interviewed correctly since the quality of the interview helped to draw logical conclusions on the relationship between employees and the success rates of corporate rebranding.

CHAPTER TWO

LITERATURE REVIEW

2. Introduction

This chapter reviews related literature from different authors in relation to the corporate rebranding and employees' involvement. It also includes the researchers' conceptual framework and the theories on which the study is premised.

Corporate rebranding is reported more on business press but this phenomenon has as yet received little academic attention, Doogan and Lambkin (2003). In itself, corporate rebranding goes against the fundamental axioms of marketing- building strong brands over many sustained years to yield a loyal customer base (Kapferer 1995).

A brand serves as a trademark connected with a product or producer, has become an increasingly important component of culture and the economy. This is because consumers associate with a specific brand, expressed in terms of human behaviour and desires, but that also relate to price, quality and situation use of the brand (Schulz 2012). Schulz in a study of selected restaurants in Nairobi reports that 25% of managers believed that the brand name had earned them repeated guests, 25% indicated that their brand name could attract customers easily. 25 % stated that their brand had made them popular among the market while the rest 25% declared that their name had greatly influenced their record high sales.

Branding involves use of a name, term, symbol or design or a combination of these two identities of a product; it includes the use of brand names, trademarks, and practically all other means of product identification (Kotler et al 2003). Branding or brand promotion has advantages for branders as well as customers. A good brand speeds up shopping for the customer and thus reduces the marketers selling time and effort, improves company image and speeds up acceptance of new products marketed under the same name (William 2000).

Naming or branding a product is like naming a child whereby what the child becomes is not dependent on the name but nevertheless the parents take great care in naming their children who unlike manufacturer's 'children' are brought to the world by accident (Keller 1993). If naming or branding is that important and changing the name of a child such non desirous, then corporate rebranding could be very confusing to the targeted stakeholders.

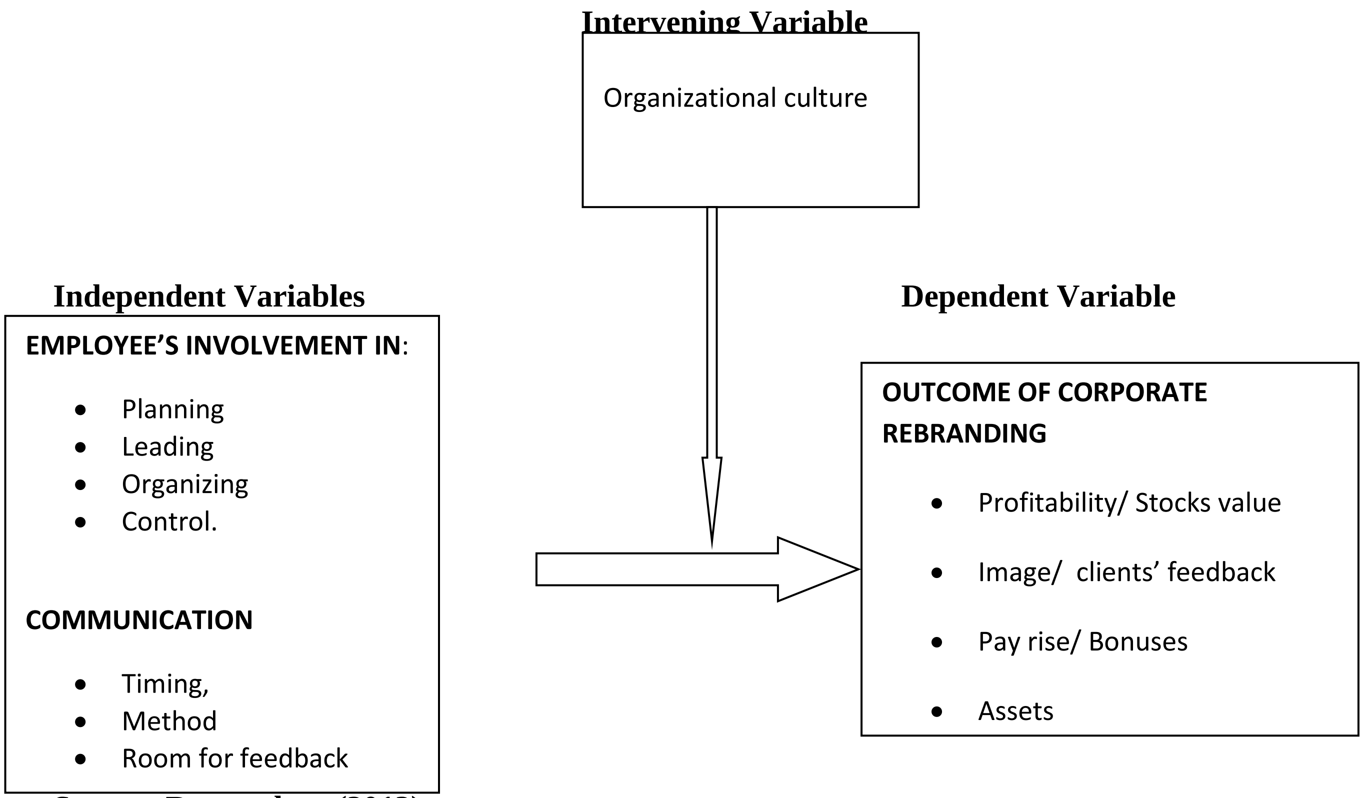
Corporate rebranding may serve to give an organization a new name representative of a differentiated position in the mind frame of stakeholders and a distinctive identify from competitors. Doogan and Lambkin (2003) Muzellec and Stuart (2004) see it as strategy used by companies to change their image, most obvious reason being to send a signal to stakeholders that something about the organization has changed for the better. They also view it as the rebirth of a brand which occurs when there is a change in name, logo and slogan. Merilles and Miller (2008) summarize the many facets of corporate rebranding in as brand renewal, refreshment, makeover, reinvention, renaming and repositioning.

2.1 Theoretical Underpinnings of the Study

Merilees and Dale (2008) brought forward the "Buy in Theory of corporate rebranding". The theory maintains that to achieve a positive outcome from corporate rebranding, then there must be a stakeholders' buy in or acceptance of the new image. Employees of an organization are major stakeholders. Similarly, Samantha (2012) expounded the stakeholders' theory by addressing the principle of who or what counts. Traditionally it was the shareholder but today it's the stakeholder who include the government, political group, trade unions, communities, financiers, customers, competitors and employees

2.2 Conceptual Frame-work

Figure 1: Conceptual Framework



Source: Researcher, (2013)

Figure 1 shows the manner in which the independent variable namely employee affect the dependent variable (outcome of corporate rebranding). Organizational culture is the intervening variable. The outcome is measured using parameters like profitability, stocks value, pay rise, bonuses and asset growth. Image is also considered as an outcome. Tarus (2008) found out that corporate image had a relationship with customer loyalty.

2.3 Benefits of Corporate Rebranding

Dowling (1996), Muzellec and Lambkin (2006) are in concurrence that corporate rebranding is driven by some of the following factors: Change in ownership structure which may include mergers and acquisitions, spinoffs, private to partnership and sponsorship. The new or extra owners may want a name, logo or slogan change that is distinctive from the intentions of the previous owners to a one that represents their intentions and aspirations for the organization.

Another reason is corporate Strategy that is, diversification and divestment, internalization and localization. As a strategy it shows that something is being done differently so as to achieve different and better results or create value in their organization. Competitive position erosion of market position, outdated image and reputational problems are all reasons for corporate rebranding. In this regard, organizations carry out corporate rebranding so as to redeem themselves from an eroded position and to recapture or regain their market share and value. Again if a firm or brand is involved in malpractices, a bad image or controversies, it is important to present the brand as if it were a new one. External forces like legal obligations, major crisis or catastrophes are all forces from without the organization that may force an organization to rebrand. A company may be forced to change its name if it commits a tot of passing out according to Cap 486 of Kenya constitution (Ogolla 2000). Again if a major disaster e.g. company fire taking the life of employees occurs, the name may be changed to erase bad memories or to celebrate the departed heroes.

2.4 Corporate Rebranding as a Process

Ahone (2008) describes Corporate Rebranding as a process that involves analyzing, planning, implementing and evaluation. According to Juntunem, Saranemi, and Jessila (2009) corporate rebranding a systematically planned and implemented process of planning, creating and maintaining a new favourable image and consequently a favourable reputation for the company as a whole by sending signals to all stakeholders and by managing behaviours, communication and symbolism in order to pro act or react to change.

Lomax and Modor (2006) insist that corporate rebranding process is related to the corporate internal processes including corporate values change, employee participation and internal marketing in the company. This study is in agreement with the works of Gotsi and Andriopoulus (2007) which indicate that the launching stage of corporate rebranding is about and communicating the new corporate brand first to internal stakeholders and after that to external stakeholders. Gotsi (2007) further notes that the vital components of the launching phase of corporate rebranding include communication, personnel and stakeholders. Corporate rebranding is therefore not a one off event but a complicated process that involves a lot of activities and people.

2.5 Employees' Role in Corporate Rebranding

Ashworth (2008) notes that;

> *"Employees often find out about the enormous cost of the campaign and are infuriated by what they perceive as unnecessary expense particularly in the face of other company cutbacks*" (p. 8).

British Airways' cabin crew went on strike in protest against a cost cutting exercise of £ 1 billion, yet spent so much more on corporate rebranding. A trade union spokesman pointed out that it was the staff who were more important not a new system of visual identification. British Airways lost £ 12 M as a result of the rebranding and the strike. Gaps abound from this report since they did not suggest how the employees could have been brought on board so as to own the new brand and avert such a huge loss. Gotsi (2011) pointed out the most common pitfalls of corporate of corporate rebranding as stakeholders' myopia, one company one voice challenge and disconnecting with the core. Could this 'core' be the employee? Gotsi did not point out who the core was, who the stakeholder was or who was speaking in a different voice within the organisation. The study could have clearly brought it out whether it is the employee. Gotsi (2008) posed a question: Is cultural alignment the weakest link in corporate rebranding? The answer he gave is that the current staff attitudes and behaviours are not aligned to the new brand despite internal communication initiatives. Further, resistance to change plays a major role and as such, employees who join after corporate rebranding align better than existing ones.

For corporate rebranding to be successful it must be holistic with four levels namely: internal, external, formal and informal (Mitki 1996). For sure, the internal level is the most important. Employees are very vital in the outcome of corporate rebranding especially in the name change during mergers. If one of the company's names is dropped, the employees of the no longer named company may experience low morale (Helen and Muzellec. 2004). The process can only be called cosmetic identity change trap (Dowling 2006).

It is necessary that the need to change or rebrand originates from the employees and not the top leadership. This helps the employees to own the new brand. Helen and Stuart (2004) assert that a change initiated by a CEO is often an ill-considered change. However, they do not suggest how the employee can initiate that change. Kelleway (2002) suggests brainstorming with employees since rebranding exercise is demoralizing for employees and satirists. Building a corporate brand is an issue of the whole personnel. It is the personnel who produce the product.

Balmer (2001) urges that the success of corporate brands depends on who manages them – (Chief Executive Officer versus Middle Manager) who is responsible for them all (All personnel versus Middle Managers) which discipline they belong to (Multidisciplinary versus Marketing), What is their focus (Internal versus external). Though not explaining further, the study underpins the pivotal role of the employee in determining the success of corporate rebranding. The study further suggests two key dimensions for corporate rebranding: External perception which is concerned with the image of the organisation and the brand, in other words, it is how the external stakeholders see the new brand or the image that is reflected to them. Secondly, the internal perception – which is like answering the question "How do we see ourselves?" This dimension primarily focuses on how the management and the employees view the new brand.

2.6 Challenges of Corporate Rebranding

Corporate rebranding is a complex process which is faced by many challenges. Kapferer 1995, Aeker 2000 and Keller 2002 all agree that corporate rebranding goes against the fundamental axioms of Marketing – Building strong brands over many sustained years to yield a loyal customers base. This could be a major reason why there is resistance to change. All stakeholders especially the employees and the customers usually have very strong attachment to the original brand and have been known to store memorabilia of the previous brand in their desk. (Dowling 1996).Bill and Dales (2008) suggest that there must be greater sensitivity to potential internal resistance to the brand change and thus a need for well-structured management programme to get brand buy in and highlighting the need to alert all stakeholders of the new brand. Davis and Chun (2002) conclude that all units need to adhere consistently to policy and procedures specifications with all units shifting their mindset from one culture to another.

Lack of creativity or cultural sensitivity when coining new brand names, slogans and logos could be a major cause of very serious failure in corporate rebranding. This can even become a symbol of division between stakeholders group. Companies have been reported to revert to their previous names (Edmondson 2002). Since researching on the effectiveness of potential names can be a difficult task, canvassing the stakeholders is important, nevertheless, consumers and the general public usually give misleading results as their interest in the organization may be ephemeral (Mitchel and Agle 1997)

Lack of proper communication of the new brand amongst stakeholders may cause untold failures in corporate rebranding. A mistake commonly made by organizations is to see corporate rebranding as a primary marketing exercise (Ind 1997). A major problem could be arising from the initiation of the corporate rebranding. A change initiated by the CEO or a perceived need to update the image is often an ill-considered change. Corporate rebranding can be the beginning of a new era for the CEO or it can be a risky strategy for him (Hellen and Muzellec 2004).

The cost involved in corporate rebranding is enormous and as such may hinder the success of the whole process. It does not just cost to promote the new brand but also to bury the old one,(Tomkins 2002). It was indicated that Bearing Point, (former KPMG Consulting) listed the different elements that had to be changed simultaneously in all its offices around the world on ; the day of its official rebirth: ticker symbol changed to BE on NYE, uniform global website, 16000 email addresses and all media announcements; all together its renaming and rebranding cost US$35 (Dunham2002).

Most of these studies only state that all stakeholders are key in the success of corporate rebranding, but do not seem to suggest how the main stakeholders – the employee, should be involved. However, Bill and Dale (2008) extended a theory that "A company applying a high level of brand orientation through communication, training, and internal marketing is more likely to have an effective corporate rebranding. Urde (1999) clearly states that all stakeholders especially employees must get brand ownership and live the brand in their daily script.

There seems like very few literature give the perspective of the employees i.e. how they think corporate rebranding should be done, further still, no literature has ever given an audit or postmortem from the employees as to why corporate rebranding failed or succeeded in their organizations. A case study of the Action Leather Company by Bill and Dale (2008) reveals that existing staff were committed to delivering product quality and knowledge and a satisfying in store experience to customers and this was a sound basis for proceeding with the rebranding. The staff helped to plan the proposed changes and train the staff for the new stores. There was brand commitment and the company ensured that all employees and suppliers were aware of the company's revised branding. To them, there was no alternative to active, overt and tacit (through behaviours) communication of the brand to the staff, suppliers and other stakeholders. However, Gotsi (2008) seems to contradict the findings by arguing that in most cases the current staff attitudes and behaviours are not aligned to the new brand despite internal communication incentives. The study further suggests that staff that join after corporate rebranding align better than existing ones.

2.7 Corporate rebranding in Kenya

KP and CBA are not in isolation. Others which have recently rebranded include Kenol Kobil and BP shell as a result of mergers and acquisition. KCC rebranded to new KCC to shed off its past bad image and to reflect a new face of a responsive organisation. OMO and Tusker brands keep on changing their logos and slogan but not their names so as to capitalize on their strong brand names build over years and still show the newness of the same brands. Most recently NBK rebranded retaining its name but retaining its colour and logo as a reflection of diversification and growth strategy.

2.8 Chapter Summary

After review of the related literature, the researcher is able to adopt the buy in theory as a platform to relate his work on the role of employees in corporate rebranding. Further, after reviewing literature on the challenges of corporate branding, it becomes clear that canvassing with employees as major stakeholders is necessary. These two gives thrust to the researcher's work.

CHAPTER THREE

RESEARCH METHODOLOGY

3 Introduction

Chapter three includes a review of the research method and design appropriateness, a discussion of the population and the sample. In addition, it also addresses outcome measures, conditions for testing, treatments and data analysis.

This chapter has four main purposes which include: describing the research methodology for the study, explaining the sample selection, describing the procedure used in designing the instrument and collecting data. Finally, it provides an explanation of the statistical procedures used to analyze data.

3.1 Research Design

The study was a comparative descriptive survey. Robson (2006) describes a survey as commonly applied to research methodology designed to collect data from a specific population, or a sample from what population and typically utilizes a questionnaire or an interview as the survey instrument. The comparison was justified since the two units of analysis recently rebranded but with opposite outcomes.

This descriptive research aimed to clearly bring out an accurate and valid description regarding the responses on the effect of employee’s involvement on the outcome of corporate rebranding in two organizations: The Kenya Power and the Commercial Bank of Africa. The need to accurately generalize the findings of the study made a descriptive design most appropriate over exploratory and explanatory designs. The design also allows for replication of the study by other researchers, in different organizations using the same in instrument or almost similar instruments. The data was reliable, valid and current collected from the respondents themselves. The objective of the study required such data.

3.2 Population of the Study

The population included all Kenya Power and Commercial Bank of Kenya marketing employees CBA. The total population for the study was 1095 marketing employees from Kenya Power and CBA. That is 1050 from Kenya Power and 45 from CBA.

The sample population was 395 marketing employees in the two units of analysis, with Kenya Power Thika and Nairobi branches having 350 while CBA had 45 at the head office in Nairobi.

The sample size was 100 in KP and 45 in CBA totaling to 145. The Nairobi based employees serve the affluent group of clients who are relatively educated and knowledgeable and have access to media and other sources of information. Almost 90 % of Nairobi residents have access to electricity. The Thika based employees serve Thika town and a large portion of rural population in Thika, Kiambu and Murang’a. The rural population has less connectivity to electricity and media coupled with lower level of knowledge and education.

Another justification is because these two units of analysis have undergone corporate rebranding in the recent past.

3.3 Sampling Design and Sampling Techniques

A sampling design specifies for every possible sample, its probability of being drawn. It also addressed the sampling method which refers to the rules and procedures by which some elements of the population are included in the sample. The researcher maintained a balance between the survey objectives and survey resources

The study was a survey, a kind of snap shot of the employees of these two institutions since it was not possible to interview all the marketing employees. Questionnaires were administered from which inferences was made. The advantage would accrue from the ease of generalization, description of real world situations and study of many variables (Social Research 2006). Nonetheless, there is always an eminent danger of respondents bias, time limitation and may not fully give an insight to the causes or processes behind.

A cluster sampling method was applied since it was not possible to obtain a sampling frame due to the large number of marketers in Kenya Power. Therefore intact groups in the selected branches were picked with the three branches being the clusters.

3.3.2 Sample Size

Since, the sample error decreases with the increase in the sample size, the study endevoured to study all the middle level employees in Ruaraka, Electricity House, Industrial area and Karen branches of the Kenya Power. Further, the Thika Kenya Power branch employees were included. However due to the large number of the employees in the marketing department, only 100 of the marketing employees were included.

Nevertheless, in the case of the Commercial Bank of Africa, only the head office with all the 45 marketers were considered since the marketing department is centralized.

3.4 Data Collection Method

The main instrument of data collection used was a questionnaire which was both structured and semi-structured. It had two sections A-B. Section A established the employee's involvement in planning, leading, organizing and evaluation. It also addressed communication. Section B established the outcome of corporate rebranding in terms of image, profitability, pay rise and bonuses awarded to the employees.

The questionnaire was developed using Likert's scale for ease of data analysis using mean. The researcher dropped the questionnaires to the respondents and then collected them for analysis after 7 days. Further, the researcher had his own questionnaire for collecting secondary data from the annual financial statements of the two organizations.

3.4.1 Validity and Reliability

The questionnaire was administered twice to only one branch of Kenya Power (Stima Plaza). The analysis assisted the researcher in improving the instrument's reliability. This branch was therefore not used in the main study.

The researcher aimed at aligning the instrument to the objectives and sub objectives of the study. Thyer in De Vose and Fouche (2004) defines validity as the extent to which an instrument measures what it purports to measure. Content validity is the extent to which a content of a measure represents the construct. Reliability is the extent to which the findings or results can be regarded as reliable if its results can be replicated under the same methodology. Since the universally accepted method of testing reliability is Cronbach's Alpha. The questionnaire was regarded as valid with an average of 0.8 which the Cronbach Alpha regards as acceptable (Cronbach, Shavelson et al 2004.). The questionnaire was regarded as valid with an average of 0.8 which the Cronbach Alpha regards as acceptable.

3.5 Data Processing and Analysis

A quantitative analysis of the Likert Scale responses was applied due to the descriptive nature of the statistics. Data was summarized using descriptive statistics which described the distribution of scores. Interpretation of the statistics was done. Computer assisted data analysis was done using SPSS to reduce errors, improve speed and for graphical utilities. The findings are presented in a tabular form.

Regression analysis was done to determine whether one variable was a statistically significant predictor of the outcome variable. It also helped to describe whether the influence was positive or negative and if it was strong or weak. Regression analysis was preferred since it not only described the nature of the relationship but also the causation.

3.6 Ethical Considerations

Ethics distinguishes between acceptable and unacceptable behaviour, and in this case while conducting research. Ethics also involve method, procedure or perspective for deciding how to act when analyzing complex problems and issues. Observing research ethics helped the researcher to avoid academic scandals, scientific misconducts, whistle blowing and legal litigations. The researcher put himself in the participants' position and determined if there was any reasonable possibility of harm arising. Thereafter, he took personal responsibility to eliminate or at least minimize the same. American Psychological association (APA 2013) outlines all the necessary ethical considerations in research.

The current study had all the intentions to follow such guidelines and principles which included: The principle of voluntary participation that calls for participants not to be coerced into participating. Informed consent which means that prospective research participants must be fully informed about the procedures and risks involved and must give their consent to participate.

Freedom from risk of harm as a result of participation was observed. Confidentiality, whereby they were assured that identifying information would not be made available to anyone who is not directly involved in the study, Anonymity which essentially meant that where possible and necessary the participant remained unknown throughout the study. Ethical principles of honesty, objectivity, integrity, carefulness, openness, respect for intellectual property, responsible publication, responsible mentoring, respect for colleagues, social responsibility, non-discrimination, competence and legality was strictly adhered to during the entire study.

CHAPTER FOUR

DATA ANALYSIS AND INTERPRETATION

4.1 Introduction

This chapter deals with the analysis and interpretation of data which was collected with the aim of achieving the objectives set for the study. The study was carried out in Nairobi and Thika for Kenya power and Commercial Bank of Africa where 110 respondents were provided with the questionnaires. 70 respondents were drawn from Kenya power whereas the 40 respondents were drawn from commercial bank of Africa. The researcher analyzed the data using the SPSS for determination of the extent and relationship of both employee's involvement and corporate rebranding.

4.1.2 Data Analysis

From the table 4.1 the researcher sought to establish the level of employee's involvement in corporate rebranding where the employees of Kenya power and commercial bank of Africa were asked to respond to the extent of involvement in corporate rebranding process and their response was ranked using a Likert scale of 1-5 depending on the extent of involvement.

It was notable that on planning process in both units of analysis K.P and CBA, most employees were involved in planning with a grand mean of 3.09 and 3.98 respectively, whereas the new slogan and logo had a Likert scale means of 3.67 and 3.52 respectively interpreting that their involvement level was high as well. However, planning for budget, in Kenya power was very low with a mean of 1.49 while in CBA the extent of planning for budget was high with a likert scale of 3.58.

Table 4.1- Level of Employee Involvement in Corporate Rebranding Process

		Kenya Power	Commercial Bank of Africa
Planning for	a. budget	1.49	3.58
	b. New name	4.00	4.58
	c. Logo	3.34	3.83
	d. Slogan	3.53	3.93
	Mean	**3.09**	**3.98**
Leading in	a. decision making	1.57	3.55
	b. dispute resolution	1.43	2.18
	c. motivation	1.46	1.83
	Mean	**1.48**	**2.52**
Organization in	a. assigning task	1.04	2.53
	b. grouping tasks	1.63	2.10
	c. allocating resources	1.54	2.38
	d. liaison	1.66	3.55
	Mean	**1.47**	**2.64**
Control in	a. monitoring activities	3.54	4.55
	b. making correction	3.51	4.40
	c. tracking goals	4.37	4.45
	Mean	**3.81**	**4.47**

The second element the researcher sought to find out was the level of involvement in leading where it was classified into three components namely decision making, dispute resolution and motivation. Generally the response rate revealed that in both K.P and CBA employees were not involved with leading with a an average mean of 1.48 in K.P and 2.52 in CBA on Likert scale where it was noted that that Kenya power employees were not involved in leading in decision making, dispute resolution and motivation. In CBA however, the employees were involved at a low extent leading in decision making, dispute resolution and motivation.

Organizing was the third element the researcher used to measure the extent of employees involvement in corporate rebranding. From the data obtained it was notable that employees were not involved in organizing in Kenya power with a grand mean of 1.48, while items like assigning task had a mean of 1.04, grouping task with a mean of 1.63, allocating resources with a low mean of 1.54 and liaison with a mean of 1.66 all having a very low rating on the likert scale. Similarly, in CBA level involvement in organisation was low with a grand mean of 2.64 but items like liaison had a high extent with means of 3.55 on likert scale.

The final element to measure the extent of employee's involvement was control which was ranked very high with an average mean of 4.47 in commercial Bank of Africa. This shows employees were highly involved in tracking goal with a mean of 4.45, monitoring was also rated high with a mean of 4.55 and employees were highly involved in making correction with a rating mean of 4.40. Similarly, the same was replicated in Kenya power with a mean of 4.37 which was very high on the likert scale.

The researcher was able to deduce that employee's involvement was high in control and planning whereas there was no or little involvement in terms of leading and organizing in the two companies the researcher administered his questionnaires. However, leading and organizing was slightly higher in CBA than in KP. See Table 4.1.

Table 4.1.2 explains the response by Kenya power and commercial bank of Africa on the opinion they had on the level of communication during the corporate rebranding process. The table shows that room for feedback was ranked high with a mean of 3.93 in CBA and 3.67 in K.P where employees responded that they were highly satisfied with the room offered for feedback. Likewise, timing and methods of communication were both rated with a mean of 3.73 in CBA which corresponds to a satisfactory involvement in the two elements of communication while in K.P timing had a mean of 3.30 and method had a mean of 3.27 which were both high in the likert scale.

Table 4.1.2- Level of Communication during Corporate Rebranding Process

	Kenya Power	Commercial bank of Africa
Method of communication	3.27	3.73
Timing of communication	3.30	3.73
Room for your feedback	3.67	3.93

Therefore, communication was satisfactory for both Kenya power and commercial bank of Africa employees.

4.3 The Outcome of the Corporate Rebranding

The second variable in this study was the outcome of corporate rebranding for which the researcher wanted to determine its level. It was divided into eight aspects namely image, profitability, employees' acceptance, stock value, market share, pay rise, bonus and customers feedback. They were measured using qualitative questions in which respondents were required to indicate the extent of the outcome of corporate rebranding based on the aforementioned aspects by indicating the number that suits their perceptions. Each of these questions was measured on a 5-point Likert scale. Their responses were analyzed using SPSS and summarized using means.

Table 4.3: The Outcome of the Corporate Rebranding

	Kenya Power	Commercial Bank of Africa
Image	2.50	3.43
Profitability	1.60	3.45
Employees acceptance	3.64	3.93
Stocks value	2.19	3.43
Market share	4.16	4.48
Pay rise	3.30	4.35
Bonus	4.03	4.50
Customer feedback	4.44	4.58
Mean	**3.23**	**4.02**

Table 4.3 show the response rate for which employees responded to the level in which outcome of corporate rebranding was positive. From the table it can be deduced that CBA had a very positive outcome of corporate rebranding with a mean of 4.02, while K.P had a mean of 3.23 which was also high in the likert scale. From the table above the two units of analysis had a positive outcome of corporate rebranding in terms of customers feedback, bonuses, pay rise and market share.

They also agreed that the outcome of corporate rebranding was ranked high in terms of stock value, employee's acceptance, profitability and image in the case of CBA. The difference arose in the case of Kenya power where employees felt that the outcome of corporate rebranding was very low in terms of profitability and stock value, while it was to a lower extent in terms of image.

4.4 Correlation between Employees Involvement and Corporate Rebranding in K.P

Table 4.4 shows that employee's involvement and outcome of corporate rebranding are significantly related in the case of Kenya power. That is, employee's involvement affects the outcome of corporate rebranding. If the level of employees' involvement is low then the level of outcome of corporate rebranding will also be low.

This is well explained by a sig.ooo which was less than sig.05 which indicates a significance relationship in the study between employee's involvement and outcome of corporate rebranding. The effect of the significance is that employee's involvement affects 77.2% of the outcome of corporate rebranding in Kenya power (shown by R-value .772). This means that if employees are not involved in planning, leading, controlling and organizing processes outcome of corporate rebranding would be affected by 77.2% negatively.

Table 4.4 Correlation for Kenya Power.

	N	R-value	Sig.	Interpretation
Employees involvement vs. Corporate rebranding	70	.772	.000	Significant effect

4.4.1 Correlation between employee's involvement and corporate rebranding in CBA.

Table 4.4.1 shows that outcome of corporate rebranding is significantly affected by employees involvement with a sig.000 and a R-value .623 which means that employees involvement at commercial bank of Africa affects outcome of corporate rebranding by 62.3%. This means that outcome corporate rebranding improves with increase in factors of employee's involvement and likewise decrease with decrease in factors of employee's involvements like planning, leading, organizing and control.

Table 4.4.2 Correlation for Commercial Bank of Africa.

	N	R-value	Sig.	Interpretation
Employees involvement vs. Corporate rebranding	40	.623	.000	Significant effect

4.5 Regression between Employees Involvement and Corporate Rebranding in K.P

Table 4.5 Regression for Kenya Power

Table 4.5.1: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.759[a]	.583	.576	.31640

a. Predictors: (Constant), CONTROL, PLANNING, LEADING, ORGANISING

Adjusted R is the coefficient of determination which describes the variation in the dependent variables due to changes in the independent variables. From the findings in the table the value of adjusted R squared was .583 which is an indication that there was a variation of 57.6% on the outcome of corporate rebranding due to changes in Control, planning, leading and organizing. This shows that 57.6% changes in outcome of corporate rebranding could be accounted for by Control, Planning, Leading and organizing. R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above, there was a strong positive relationship between the study variables shown by .759.

Table 4.5.2: Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.845	4	2.211	22.089	.000[b]
	Residual	6.507	65	.100		
	Total	15.353	69			

a. Dependent Variable: CORPREBRANDING

b. Predictors: (Constant), CONTROL, PLANNING, LEADING, ORGANISING

From the ANOVA statistics in the table above, the processed data had a significance level of 0% which shows that the data is ideal for making a conclusion on the population parameter as the significance (p-value) is less than 5%. The F critical at 5% level of significance was 22.089 since F calculated is greater than the F critical (value= 1.684), this shows that the overall model was significant and that control, leading, organizing and planning significantly influence the outcome of corporate rebranding.

Table 4.5.3: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	.468	.506		.926	.000
	PLANNING	.155	.165	.084	.941	.058
	LEADING	.116	.126	.097	.921	.061
	ORGANISING	.596	.147	.449	.065	.000
	CONTROL	.325	.121	.286	.677	.009

a. Dependent Variable: CORPREBRANDING

From the coefficients above it was revealed that holding control, organizing, leading and planning to a constant zero, the outcome of corporate rebranding would be at .468, a unit increase in Planning would lead to increase in the outcome of corporate rebranding by a factor of .155, unit increase in leading would leading to an increase in the outcome of corporate rebranding by factor of .116, a unit increase in organizing would lead to an increase in the outcome by a factor of .596 while a unit increase in Control would lead to an increase in the outcome of corporate rebranding by factor of .325.

At 5% Level of significance and 95% level of confidence, planning had a .058 level of significance. Leading had a .061 level of significance, organizing had a .000 level of significance while Control showed a .009 level of significance. Therefore, the most significant factor is organizing followed by Control. Both Organizing and control were significant ($p<0.05$).

Table 4.5.1-Regression for Commercial Bank of Africa

Table 4.5.4: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.797[a]	.636	.622	.33638

a. Predictors: (Constant), CONTROL, PLANNING, LEADING, ORGANISING

From the findings in the table the value of adjusted R squared was .622 which is an indication that there was a variation of 62.2% on the outcome of corporate rebranding due to changes in Control, planning, leading and organizing. This shows that 62.2% changes in outcome of corporate rebranding could be accounted for by Control, Planning, Leading and organizing. R is the correlation coefficient which shows the relationship between the study variables. From the findings shown in the table above, there was a strong positive relationship between the study variables shown by .797.

Table 4.5.5: Anova[a]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	20.759	4	5.190	45.864	.000[b]
	Residual	11.881	35	.113		
	Total	32.640	39			

a. Dependent Variable: CORPREBRANDING
b. Predictors: (Constant), CONTROL, PLANNING, LEADING, ORGANISING

From the ANOVA statistics in the table above, the processed data had a significance level of 0% which shows that the data is ideal for making a conclusion on the population parameter as the significance (p-value) is less than 5%. The F critical at 5% level of significance was 45.864 since F calculated is greater than the F critical (value= 1.684), this shows that the overall model was significant and that control, leading, organizing and planning significantly influence the outcome of corporate rebranding.

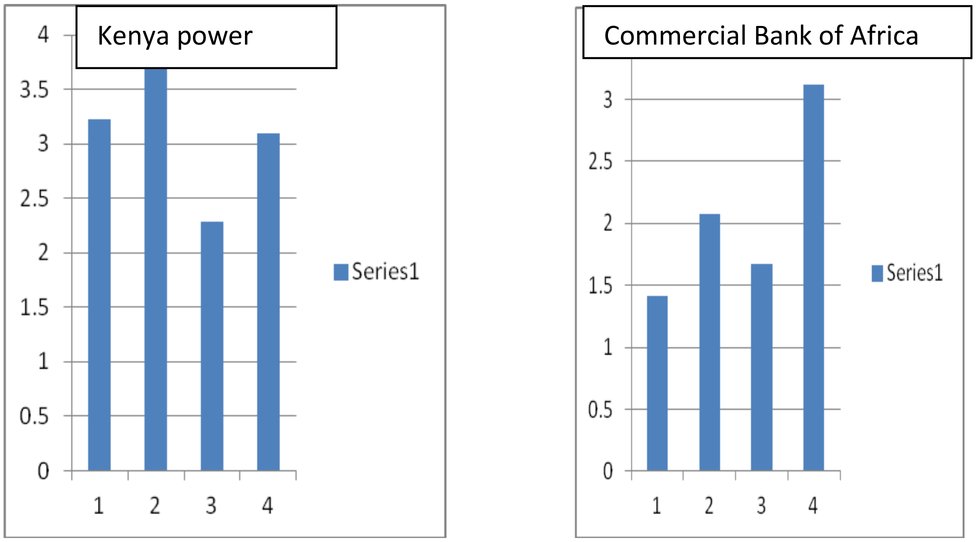
Table 4.5.6: Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.234	.364		3.392	.001
	PLANNING	-.235	.112	-.239	-2.092	.039
	LEADING	-.036	.101	-.045	-.354	.724
	ORGANISING	.476	.108	.602	4.406	.000
	CONTROL	.556	.094	.496	5.930	.000

a. Dependent Variable: CORPREBRANDING

From the coefficients above it was revealed that holding control, organizing, leading and planning to a constant zero, the outcome of corporate rebranding would be at 1.234, a unit increase Planning would lead to decrease in the outcome of corporate rebranding by a factor of .235, a unit increase in leading would leading to a decrease in the outcome of corporate rebranding by factor of .036, a unit increase in organizing would lead to an increase in the outcome by a factor of .476 while a unit increase in Control would lead to an increase in the outcome of corporate rebranding by factor of .556. At 5% Level of significance and 95% level of confidence, planning had a .039 level of significance, Leading had a .724 level of significance, organizing had a .000 level of significance while Control showed a .000 level of significance. Therefore the most significant factor is organizing and Control followed by planning. Planning, Organizing and control were significant ($p<0.05$).

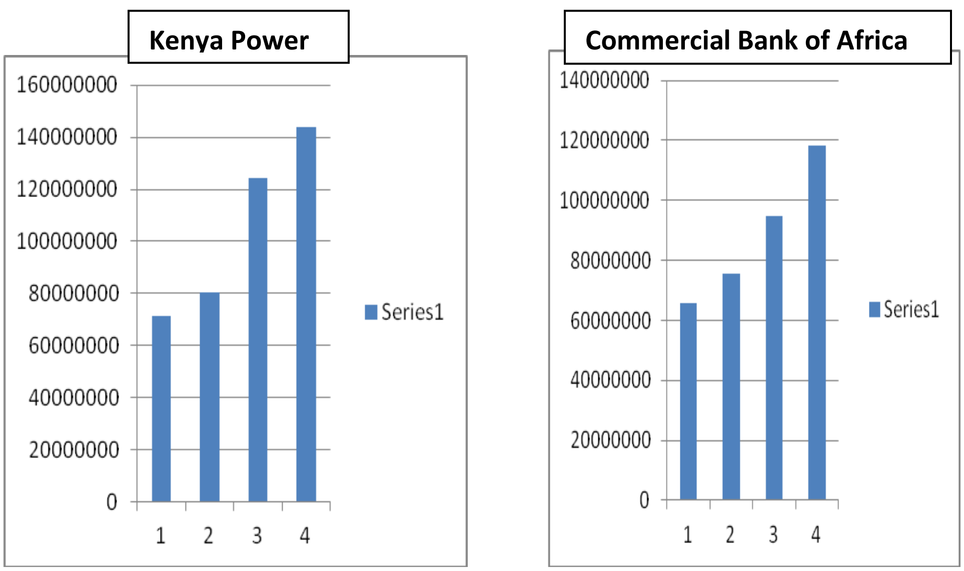
4.2.1- Findings from the Secondary Data.



Key

1. Rep. 2009
2. Rep. 2010
3. Rep. 2011
4. Rep. 2012

Figure 2- Showing Profitability before and after Rebranding Year.



Key

1. Rep. 2009
2. Rep. 2010
3. Rep. 2011
4. Rep. 2012

Figure 3- Showing Cumulative Fixed Assets

The researcher, using a researcher questionnaire collected secondary data from the annual financial statement from the two units of analysis from the year 2009 through 2012. It was found out that in both cases the profits in 2011 which is the year of rebranding dropped to very low level, due to the cost involved in corporate rebranding. However the profits significantly rose in the following year 2012 year which could be partly attributed to the corporate rebranding. Similarly, percentage earning per share also rose immediately after corporate rebranding in Kenya Power indicating that the organization was realizing more profits due to corporate rebranding. However, CBA is not a listed company and therefore this was not applicable. A closer look at the cumulative growth of fixed assets showed an increasing trend of the value. In summary, it shows that there was a positive of outcome of corporate in the two organizations.

CHAPTER FIVE

FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter presents a summary of the major findings, conclusions and recommendations based on the study objectives and the research findings. The researcher also suggests areas for further research in the same area of corporate rebranding.

5.2 Discussions of the Research Findings

The study was set out to compare how in KP and CBA the extent to which employees' involvement affected the outcome of corporate rebranding. The study was guided by four specific objectives, which included: i) to establish the level of employees' involvement in Kenya power and Commercial Bank of Africa, ii) to establish the outcome of corporate rebranding in Kenya power and Commercial Bank of Africa. iii) To determine the extent of communication during the corporate rebranding exercises in Kenya power and Commercial Bank of Africa. iv) to determine the relationship between employees' involvement and the outcome of corporate rebranding in Kenya power and Commercial Bank of Africa

Data was analyzed using SPSS descriptive statistics for means. On the extent of employees Involvement, in Kenya Power it was lower than in Commercial bank of Africa. On Likert scale the outcome of corporate rebranding in Kenya Power was high. However, it was very high in CBA.

These findings also indicated a positive significant relationship between involvement and outcome for both K.P. and CBA with a sig.000, since the significant value was less than or equal to 0.05, which is the maximum level of significance required to declare a relationship significant. This implies that employees' involvement affects corporate rebranding. This is in near concurrence to Urde (1999), which clearly states that, all stakeholders especially employees must get brand ownership and live the brand in their daily script.

The same results were supported by the linear regression results which also indicate that the outcome of corporate rebranding have a significant effect both in Kenya Power and Commercial bank of Africa, with sig. 000 regression analysis. The same results also indicated that all the four aspects of employees' involvement included in the regression model contribute over 62.2% towards the outcome of corporate rebranding in Commercial bank of Africa; (Adjusted R^2=.647); while the model contributes to 57.6% towards the outcome of corporate rebranding in Kenya power(Adjusted R^2=.576).

The coefficients section of the table indicated the extent to which each the aspect of employees' involvement affects corporate rebranding and this is indicated by beta values. For example, between the two companies K.P and CBA organizing and control had a significant effect on the outcome of corporate rebranding with sig values less than.05, which showed a significant effect.

It was also noted that in both K.P and CBA leading had no significant effect on the outcome of corporate rebranding with a sig value greater than .05. This means that leading does not influence the outcome of corporate rebranding.

However, the main difference between the two units of analysis arose when the second variable in employees involvement that is Planning was regressed, findings in Kenya power indicated that there is no significance effect of planning on the outcome of corporate rebranding with a sig. value greater than .05(sig.350), whereas in CBA results indicate that there was an effect which was negative in planning on the outcome of corporate rebranding.

The findings of this study are in concurrence with Devasagayam (2010) who concluded that there is a positive association between the identification an employee has with their support for the brand as well as their satisfaction. Further, Gonring (2008) suggested that employee engagement lead to customer loyalty since the employees become new brand advocates.

However, the findings seem to contradict the work of Gotsi (2008) who suggested that current employees do not align with the new brand and therefore they should be ignored since the staff members who join after corporate rebranding align better.

5.3 Conclusion of the study

The study concludes that the positive outcome of corporate rebranding realized in CBA was as a result of better employees' involvement. However, as compared to CBA, KP had a relatively lower outcome of corporate rebranding which corresponded with its lower extent of employees. Communication played a crucial role in determining the outcome of corporate rebranding in both units.

5.4 Recommendations of the study

This section deals with recommendations arising from the pertinent findings and conclusions of this study, following the study objectives.

Organizations planning to carry out corporate rebranding should ensure that employees are involved planning for the budge, new name, logo and slogan. Planning has a very significant effect on the outcome of corporate rebranding. Further, employees should be adequately involved in organizing in such areas as assigning of tasks, grouping of tasks, allocation of resources and liaison. All these have impact on the outcome of corporate rebranding. For a positive outcome of corporate rebranding, employees must also be involved in control meaning they are a part and parcel of the team that monitors activities, tracks goals and makes corrections. However, employees do not have to be involved in leading since findings indicate that such involvement has no impact on the outcome of corporate rebranding. Leading should be the domain of team leaders or managers.

After organizations carry out the process of corporate rebranding, it is advisable to objectively measure the outcome. The outcome can be effectively established by evaluating their profitability, stocks value, market share, image, customer's feedback and employee's acceptance of the new brand.

During the process of corporate rebranding, communication should be given a lot of weight since it has a very significant impact on the outcome. The main aspects of communication to be considered are timing, method and room for feedback. Room for feedback makes communication a two way procedure which in turn impacts on the outcome of corporate rebranding. Paying attention to the views and concerns of the employees makes them to have a better attitude towards the process hence they own and give it their all.

5.5 Chapter Summary

In this section, the researcher gives a conclusion to the study findings in relation to the study objectives above. There was a relatively low level of employees' involvement in terms of planning, leading organizing and Control in Kenya power while in CBA the level of employees' involvement was high. There was a high extent or positive outcome of corporate rebranding in both Kenya Power and Commercial bank of Africa. However, the level of employees' involvement and corporate rebranding significantly differed among Kenya Power and Commercial bank of Africa; this is due to the differences in the implementation of employees' involvement strategies in Kenya Power and Commercial bank of Africa where CBA scored higher in involvement than KPA.

Employees' involvement in Kenya Power and Commercial bank of Africa significantly correlated with the outcome of corporate rebranding, indicating that the high the extent of employees' involvement in Kenya Power and Commercial bank of Africa is significantly responsible for a high level or positive outcome of corporate rebranding in these two companies.

Results indicated a positive significant relationship between employees' involvement and the outcome of corporate rebranding in Kenya Power and Commercial bank of Africa leading to a conclusion that the more the managers embrace employees' involvement the better the outcome of corporate rebranding and the reverse is true. The study was based on "Buy in Theory of corporate rebranding and the Stakeholders theory of Modern Corporation. The two theories that suggest that better employees' involvement lead to better outcomes of corporate rebranding were validated.

5.6 Areas for Further Research

The research does not and cannot guarantee that the study was completely exhausted. In any case, the scope of the study was limited in terms of geographical area, number of organizations, respondents and objectives. Further still the research could be broken down to study separate elements of involvement for instant planning or organizing on specific elements of outcome, say image or market share. As such further research can be carried involving more organizations and covering more representative geographical areas. It is also suggested that studies to establish the role of other stakeholders in the outcome of corporate rebranding since this work only concentrated one only one stakeholder who is the employee. If the role of other stakeholders is established, then this would contribute more knowledge on holistic corporate rebranding.

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APPENDIX I

LETTER OF INTRODUCTION

Date

Dear Respondent,

I am taking a master of business administration in corporate management at KCA University and in my final year of study. As part of the requirement for the award of the degree, I'm undertaking a research on the role of employees in corporate rebranding.

Towards this end, I am kindly requesting for your support in terms of time, and by responding to the attached questionnaire, your accuracy and candid response will be critical in ensuring a positive objective research.

It will not be necessary to write your name on this questionnaire and for your comfort, all information received will be treated in strict confidence, in addition, the findings of the study will solely be used for academic research purposes and to enhance knowledge in the field of corporate rebranding.

Thank you for your valuable time on this.

Yours Sincerely,

KIMANI FINLAY P. GITHUKU

APPENDIX II

SECTION A

i. This section tries to establish the level of employee involvement in the corporate rebranding process. Tick as appropriate the option that best describes your view in response to the following questions.

1. Not at all
2. Little extent
3. Moderate extent
4. Great extent
5. Very great extent

To what extent were you involved in the process?

		1	2	3	4	5
Planning for	a. budget					
	b. New name					
	c. Logo					
	d. Slogan					
Leading in	a. decision making					
	b. dispute resolution					

	c. motivation					
Organization in	a. assigning task					
	b. grouping tasks					
	c. allocating resources					
	d. liaison					
Control in	a. monitoring activities					
	b. making correction					
	c. tracking goals					

ii. This section establishes the level of communication during the corporate rebranding process. Tick as appropriate the option that best describes your view in response to the following questions.

1. Not at all
2. Little extent
3. Moderate extent
4. Great extent
5. Very great extent (very satisfied)

Are you satisfied by the:

	1	2	3	4	5
Method of communication					
Timing of communication					
Room for your feedback					

Section B

This section establishes the outcome of the corporate rebranding. Tick ( ) the option that best describes your view.

1 = Not at all

2 = Little extent

3 = Moderate extent

4 = Great extent

5 = Very great extent

Question: To what extent did the process of corporate rebranding improve the following aspects of your organization?

	1	2	3	4	5
Image					
Profitability					
Employees acceptance					
Stocks value					
Market share					
Pay rise					
Bonus					
Customer feedback					

Thank you!

APPENDIX III

RESEARCHER'S QUESTIONNAIRE FOR SECONDARY DATA.

This instrument seeks to establish if there was any improvement after corporate rebranding in terms of profitability and stock value.

1) KP and CBA profit after tax.

	2009	2010	2011 Rebranded	2012 An year after
KP				
CBA				

2) Fixed Assets

	2009	2010	2011	2012
KP				
CBA				

3) Percentage of Earning per Share

	2009	2010	2011	2012
KP				

*CBA is not a listed firm.