

**THE INFLUENCE OF BRAND INCORPORATION ON CUSTOMER
RETENTION AMONG PAY TELEVISION COMPANIES IN ELDORET
TOWN, KENYA**

JOAN CHEPCHUMBA

Moi University, P. O. Box 3900-30100,
Eldoret, Kenya

<https://doi.org/10.37602/IJSSMR.2020.3526>

ABSTRACT

The evolutionary shift of television transmission methods from the conventional analogue to digital televisions has heightened the competition among pay television (pay TV) companies. Nonetheless, consumers are becoming more focused towards the purchase of more constructive and recognizable brands given the diverse pay TV brands in the market place. The aim of this paper is to demystify the subject of branding and examine the extent to which branding is incorporated to influence retention of customers among pay TV companies in Kenya. The paper is therefore based on a Pragmatic world view study that was conducted in Eldoret town among pay TV companies. A mixed-method research design was adopted with an aim of collecting both qualitative and quantitative data from the individuals/homes who owned Pay TV decoders in the town. Using Survey's (2015) formula, a sample of 400 participants was drawn from the target population using simple random and snowball selection methods. Data collection was done by means of a questionnaire and consultation schedule guide. Statistics were analysed using descriptive data analysis technique through emerging themes and inferential statistics. From the findings, the study concluded that customer retention was wholly influenced by communication of the brand values by the creator of the brand. It is the brand that communicates what it is and what it is not, thus playing the role of influencing repurchase that is largely attributed to customer retention.

Keywords: Branding, customer retention, customer satisfaction, loyalty, pay TV, Eldoret.

1.0 INTRODUCTION

The emergence of digital television channels across the globe is an indication that consumer touchpoints have increased more than ever before. This means that customers are now less likely to focus on one single channel but instead demand an experience with more intuition and consistency no matter which channel they may choose at any one time. As supported by Weber (2012), the challenge still remains for companies to keep up to the task and guarantee a consistent, intuitive and seamless user experience across all channels. Consequently, consumers will tend to repeat past experiences that were notably pleasant for re-purchase a

brand that provided multiple dimensions of experience. Pay TV companies are therefore changing their marketing paradigms with emphasis diverted to creating long term relationships with customers through customer retention. Kapai (2015) however agrees that keeping pace with brand diversity brands in the market becomes a challenge for any simple consumer. As it is in today's business environment, companies develop brands with an aim of attracting and retaining customers.). Since a brand is an identity it ought to be protected and treasured as a very big profitable asset to an organization. A brand is the face of an organization it is the most immediate visible selling point of a product. This study, therefore, sought to understand the extent to which brand incorporating influences customer retention among pay TV companies.

2.0 LITERATURE REVIEW

Businesses are now looking into creating brand awareness for their products to attract keep the customers and convince them into using their products and services. This, as opined by McKee (2010) targets increasing sales for the companies hence for many companies, brand awareness enables the ability to recall a brand. In a study conducted by Duffy (2013), there is more value attached to customer retention of a current customer base is much more attractive than searching for new customers while Ghavami and Olyaei (2011) opine that it takes five times more money to acquire a new customer than to get an existing customer to make a new purchase. It is alluring to focus on the creation of fresh marketing or following superior customers. Nevertheless, devotion to your prevailing clients, no matter how minor they seem, is vital to trust your commercial blooming. According to Ross (2008), client defection is a delinquent and client holding an occasion in both industrial and amenity manufacturing and amenity value starts and stops with the client. This denotes that any corporation concerned in recollecting clients must emphasise on clients. The client is the most treasured arm of an organization.

There are six key ways of building customer loyalty: let customers know what you are doing for them, pass on information, remember special occasions, consider follow-ups and keep a customer data base for updates (Business daily January 16, 2013, pg. 5,). In doing this, the customer feels like a part of the company and clings closely to the brand. Customer preservation as an idea draws energy from connection marketing and is a distinction from customer magnetism, which is tending to transactional publicizing. Ross (2008) defines customer preservation as the act of possessing customers resulting from amenity value and customer fulfilment. He also prescribed a scheme for refining customer preservation and the drivers connected to it as interior amenity class launches and strengthens a weather and association culture directed to value. Worker holding is attained by decent human resource management practices and association growth activities like players, work growth, authorization and enablement. Worker retaining relies on worker approval, which in chance can be connected to exterior amenity and client fulfilment.

Exterior amenity value is distributed by the organization's value structure, client fulfilment and continuation, in instruction to lessen client defection and progress client retaining. These mechanisms work as pointers of a corporation's capability to hold clients and what it can advance in order to raise client holding (Ross, 2008). A disappointed customer has higher chances of telling other people the ill of the product, compared to the way a satisfied

customer would tell of the good in a brand. Kottler (2000) therefore disagrees that customer preservation is a significant spectacle because it has comportment on prices and effectiveness over time. Sasser (1990) additionally accepts this disagreement. Relatively, customer attainment requires considerable skills in the lead group, lead requirement, and account change.

Customer preservation has a superior influence on a company's productivity than does customer attainment (Blattberg & Deighton, 1996; Reichheld 1996; Agumba et al., 2017). Two main ways companies build this connection are by-products (Erdem, Swait & Valenzuela, 2008) and worth making (Agustin & Singh, 2005). As Keller and Lehmann (2006) point out, "labelling has appeared as atop organization urgency in the last few years (p.740). Temporarily, in the connection trading literature, the inter-connection among perceived worth, satisfaction, product loyalty, and trade share figure principally (Sheth, Newman & Gross, 1991). It is therefore important to investigate how branding relates to customer retention.

According to Dinnie (2015), creating awareness of a specific brand can be enhanced through various ways including efficient and quick service, provision of quality products, continuously improving the products and increasing its distribution network. A number of pay-TV companies in Kenya have been seen doing this. Lake (2015) in another study adds that the promotional mix should be designed in a way that it will inform the target market about the benefits and values a company's products offer. This helps in gaining leverage that eventually results to competitive advantage for such companies. In essence, customers ought to identify with a specific brand and stick to it so that whenever the need to purchase arises, then they recall their last purchase of the product they are already aware of (Kapai, 2015). Citing an example of a telecommunications company, Airtel Kenya, Kapai (2015) suggests that the company has not been able to retain its customers as over years, they have continuously been rebranding, a practice that makes customers to lose track of their original brand, this then shifts consumption of the product to other substitutes.

For the sake of this study, it is, therefore, noteworthy to indicate that there are major challenges facing pay-TV operators in Kenya and particularly in Eldoret town. There is need therefore to engage marketing initiatives that would not only lead to customer attraction but also retention of the existing customers. This study thus investigates the extent to which incorporating branding influences retention of customers among pay-TV companies.

3.0 METHODOLOGY

Creswell (2009) refers to the philosophical worldview as a basic set of beliefs that guide actions-also known as paradigms, epistemologies and ontologies. It is the general orientation about the world and the nature of research that the researcher holds which leads the researcher to embrace either qualitative, quantitative or mixed methods approaches (Scotland, 2012). This study adopted the mixed approach method.

As postulated by there are four different worldviews: post-positivism, constructivism, advocacy/participatory and pragmatism. Post positivism holds that causes determine effects or outcomes and that knowledge develops through careful observation and measurement of

objective reality that exists out there in world. It deals with testing laws and theories to verify or confirm so as to understand the world. Hence it advocates for quantitative approaches. Constructivism holds that meaning is constructed by human beings as they engage with the world whereby the researcher and respondents experience contexts and culture that contribute to meaning (Creswell, 2009). Hence social constructivism embraces qualitative research. Advocacy holds that research should be intertwined with a political aspect with an action agenda for reform addressing issues such as empowerment, oppression and inequity. Therefore participants are engaged as active collaborators. Pragmatism is not committed to any one system of philosophy. Instead, it focuses on the research problem and uses all the approaches available to solve it (Cohen & Swerdlik, 2010).

The study embraced a pragmatic world view which is a combination of constructivism and interpretivism (Cohen & Swerdlik, 2010). The mixed-method approach entailed the use of qualitative techniques through the use of interview schedule and quantitative techniques through a questionnaire. The mixed approach was useful to this study since the quantitative approach generated numerical description rather than a detailed narrative and provided fewer explanations on the client's perception. This shortcoming was addressed through the use of a qualitative approach which focuses less on the metrics of the data being collected and more on the finesse of what can be found in that information. The qualitative data provided a more detailed analysis of the study giving more insights during interpretation (Creswell, 2012).

An effective research method is an amalgamation of both quantitative and qualitative research. Bryman and Bell (2007) argue that qualitative research puts emphasis on words rather than a qualification in the collection and analysis of data. Brand owners including Pay-TV Companies have the main goal of selling their product and retaining the client thus loyalty and a likelihood of repurchase. The reality of a brand is constructed by the brand owner this is communicated to the consumer, in form of advertisements. The client tries to synthesis what the brand owner is trying to communicate about the brand. This eventually leads to a client having the brand in mind and when it comes to purchasing, they already are aware of the brand. After the purchase, it is the role of the brand promise which occurred both at the point of sell and through the advert to prove the promise. In the end, the client gets the satisfaction or dissatisfaction this will lead to either brand loyalty or brand defection.

This study was conducted in Eldoret Town. The town was selected because of its cosmopolitan nature, a town that houses varying cadres and classes of people (Kenya National Bureau of Statistics, 2015). The town is well connected to other parts of the country thus creating the right environment for a growing market for pay-TV. Daxis (2014) for instance records StarTimes DTT, MultiChoice's DSTV, GOtv DTT and Zuku TV as the major Pay TVs in Eldoret town. The study targeted all individuals/homes who owned Pay TV decoders in Eldoret town. A sample of 400 participants was drawn from the target population as depicted in Table1. Simple random sampling and snowballing methods were used to determine the sample size.

The total number of households was established as 8,497 households for Kapsoya Estate, 11,794 households for Huruma Estate and 4,252 households for Pioneer/Elgon View Estate (KNBS, 2009; Chepkole, 2014) thus giving a total of 24, 723 households. Simple random sampling technique was then used to select a representative sample from each estate. This

method was deemed as the most practical and free of bias. Therefore, the sample size for the study was calculated using the formula advanced by Fluid Survey (2015) as shown below:

$$n = \frac{N}{1 + Ne^2}$$

Where:

n = Sample size

N = Population size

e = the error of Sampling

The study allowed for an error of sampling at 0.05. Thus, on substitution, the sample size was as follows:

$$n = \frac{24723}{1+24723(0.05^2)} = 394 \text{ respondents}$$

Table 1: Sample Size

| Estate | Target Population | Sample Size | Number of Households | % of Total Households |
|--------------------|--------------------------|----------------------------------|-----------------------------|------------------------------|
| Kapsoya | 8497 | $\frac{8497}{24723} \times 394$ | 135 | 34.3 |
| Huruma | 11974 | $\frac{11974}{24723} \times 394$ | 191 | 48.5 |
| Pioneer/Elgon View | 4252 | $\frac{4252}{24723} \times 394$ | 68 | 17.2 |
| Total | 24723 | | 394 | 100 |

The stakeholders also formed part of the study participants because, for any successful brand, the organization cannot overlook the trade-oriented brand promotion as stated by (Mbogo, 2013; Adil & Khalid, 2013). After purposively identifying a few stakeholders in the Pay TV industry in Eldoret, references were made that saw inclusion of 2 agents, and 4 stockists. The sample size was thus 394 Pay TV consumers and 6 stakeholders/agents totalling 400 respondents.

Questionnaire guide and interview schedule were used for data collection. The study established content and face validity to assess the accuracy, meaningfulness, appeal and appearance of the instruments for data collection. Piloting was also done to help identify the ambiguities of the research instruments for improvement. The purpose of the pilot study was to provide the researcher with an opportunity to develop consistent practices which would enhance data integrity. As observed by Blumberg, Cooper and Schilder (2011), a pilot test is aimed to show the duration it will take complete the questionnaire, confirm clarity and logical flow of format, confirm if the questions are clear and short, and to test the questionnaire credibility and should constitute at least 1% of the sample size.

After data collection, responses from all questionnaire items were cross-checked to facilitate coding and processing for analysis using Statistical Package for Social Sciences ver. 20.0 (SPSS v 20.0). Pearson product-moment correlation coefficient was computed to test the

strength of the relationship between variables while Simple linear regression analysis was computed to determine the statistical relationship between the independent variables and the dependent variable. The interview sheets were read through carefully, labelling relevant words and phrases and coding them carefully. This was done repeatedly. The analysed data were presented in form of tables, charts and notes.

4.0 RESULTS AND DISCUSSION

To ensure customer retention, Pay TV providers must always add value to their products. This entails adding something to the core product that the customer perceives important, beneficial and of unique value (Wilson & Jantrania, 1995). This can be attained by providing the customers with attractive promotional offers, tailoring costs depending on demographics of the customers, and creating open lines of communication that may result in direct and personal relationships with the customer. A mean score of reliability at 3.95 (SD= .7285) implied that the respondents perceived their respective Pay TV providers as reliable service providers. The mean score of empathy (3.625; SD = .86236) meant that the chosen Pay TV provider is helpful and their customer care staff gave personalized attention to the respondents. The mean score of responsiveness (3.718; SD = .77029) indicated that Pay TV providers are responsive to their customer. The mean score of tangibles (3.833; SD = .714006) implied that on average, the Pay TV providers have more or less attractive physical facilities, tools and outfit of staffs. It should be noted, however, that the mean score of knowledge (3.837; SD=.645211) intimated that the Pay TV providers' staff are up to date with the current facts on the Pay TV industry and, when needed, we're able to provide their customers (the respondents) with information. For recovery, a mean and standard deviation of 3.61 and 0.80271, respectively, showed that Pay TV providers provided a quick response on complaints and made quick correction of any mistakes made.

Correspondingly, the mean and standard deviation of perceived value was 3.65 and .781106, meaning that customers feel that they are getting valued services from their chosen Pay TV providers. On the other hand, customer satisfaction dimension got the mean score of 3.757 (SD = .821224) which implies that the respondents were satisfied with their preferred Pay TV providers. In summary, it was observed that almost all the means were similar. This, coupled with the low standard deviation, was taken as a representation of the fact that the respondents expressed similar opinions thus making the respective mean more representative.

Reliability was significantly and positively correlated with customer satisfaction ($r = .55$; $p < .05$). Empathy was found to be significantly and positively correlated with customer satisfaction ($r = .49$; $p < .05$). The analysis showed responsiveness to be significantly and positively correlated with customer satisfaction ($r = .49$; $p < .05$) while tangible was highly significant and positively correlated with customer satisfaction ($r = .52$; $p < .01$). The correlation (r) of recovery was 0.54 and the p-value was 0.01. It was thus concluded that recovery was highly significant and positively related to customer satisfaction in the Pay TV industry in Eldoret. It was also observed that the correlation (r) of knowledge was 0.41 and the p-value was 0.02 and there was a positive correlation between knowledge and customer satisfaction in the Pay TV industry in Eldoret. The result indicated that the correlation (r) of perceived value was 0.50 and the p-value was 0.02. Therefore, from these results, the study concluded that there was a significant and positive correlation between perceived value and

customer satisfaction in the Pay TV industry in Eldoret. The correlation (r) between customer satisfaction was 0.47 and p -value was 0.01. Mean scores and standard deviation were computed for each statement and summarized as shown in Table 2.

Table 2: Value Creation Offers related to Customer Retention

| Statement | Mean | Standard Dev. |
|--|------|---------------|
| My Pay TV provider is considerate of my ability to afford the service. | 3.32 | 0.149 |
| During promotional offers, it is highly likely that I will get the proposed reward from the Pay TV provider. | 3.96 | 0.125 |
| The package I receive from the Pay TV provider is worth my money | 4.01 | 0.359 |
| It is easy for me to communicate with my Pay TV provider. | 4.23 | 0.298 |

From the findings presented in Table 2, the study demonstrated that the respondents were of the opinion that: it is easy for customers to communicate with their Pay TV providers as indicated by a mean score of 4.23, the package they subscribe to is worth the money paid with a mean score of 4.01, and that during promotional offers, it is highly likely that customers will get the proposed reward from the Pay TV provider with a mean score of 3.96. However, the respondents were pessimistic about the Pay TV providers' consideration of their ability to afford the service as indicated by a mean score of 3.32. This implies that Pay TV providers must strive to understand and align their idea of value addition from the customer's point of view and thoroughly understand the customer's value chain. To do this, Pay TV providers must tailor their products guided by the demographics of their customers. To reduce customer-perceived sacrifice and retain their customers, it is essential for Pay TV providers to offer something valuable to customers in the service interaction process, such as promotional offers, demographic-tailored packages and easy and direct communication with customers. As shown in Table 2, the low values of standard deviation (less than 1) indicate a consensus on statements regarding value related to customer retention practices.

4.1 Role of Branding on Customer Satisfaction and Commitment

Studies have shown that effective branding results in customer's satisfaction and commitment, greater willingness to recommend to someone else, reduction in complaints hence improved customer retention rates (Danaker, 1997, Dhandabani, 2010) increase in sales profit and market share, enhancement of enhancing corporate image and thereby organizational outcome toward superior performance and sustainable competitive advantage. To gather data on this, respondents were asked to comment on the quality of service they receive from their Pay TV providers. For analysis purposes, the findings were clustered and coded into the following themes: reliability, empathy, responsiveness, tangibles, recovery, knowledge and perceived value. These were then taken as the dimensions that define the level of service quality which, in turn, was deemed ultimate determinant of customer satisfaction.

Mean scores were then computed by equally weighting the mean scores of all the items. On a five-point Likert scale Scale, the mean scores of the respondents’ perceived service quality on the role of branding strategies on organizational promotion and brand recognition on Pay TV in Eldoret ranges from 3.61- 3.95. This intimates that the respondents perceived the quality of service being offered by the Pay TV providers as high.

Table 3: Mean and Standard Deviation on Customer Satisfaction

| Variable | Mean | Standard Dev. |
|-----------------------|--------|---------------|
| Reliability | 3.95 | 0.7285 |
| Empathy | 3.625 | 0.86236 |
| Responsiveness | 3.718 | 0.77029 |
| Tangibles | 3.8333 | 0.714006 |
| Recovery | 3.61 | 0.80271 |
| Knowledge | 3.837 | 0.645211 |
| Perceived value | 3.65 | 0.781106 |
| Customer satisfaction | 3.757 | 0.821224 |

As shown in Table 3, the mean score of reliability at 3.95 (SD= .7285) implies that the respondents perceived their respective Pay TV providers as reliable service providers. The mean score of empathy (3.625; SD = .86236) means that the chosen Pay TV provider is helpful and their customer care staff gave personalized attention to the respondents. The mean score of responsiveness (3.718; SD = .77029) indicates that Pay TV providers are responsive to their customer. The mean score of tangibles (3.833; SD = .714006) implies that on average, the Pay TV providers have more or less attractive physical facilities, tools and outfit of staffs. It should be noted, however, that the mean score of knowledge (3.837; SD=.645211) intimates that the Pay TV providers’ staff are up to date with the current facts on the Pay TV industry and, when needed, we're able to provide their customers (the respondents) with information. For recovery, a mean and standard deviation of 3.61 and 0.80271, respectively, shows that Pay TV providers provided a quick response on complaints and made quick correction of any mistakes made.

Correspondingly, the mean and standard deviation of perceived value was 3.65 and .781106, meaning that customers feel that they are getting valued services from their chosen Pay TV providers. On the other hand, customer satisfaction dimension got the mean score of 3.757 (SD = .821224) which implies that the respondents were satisfied with their preferred Pay TV providers. In summary, it was observed, as captured in Table 4.5, that almost all the means were similar. This, coupled with the low standard deviation, was taken as a representation of the fact that the respondents expressed similar opinions thus making the respective mean more representative.

Table 4: Branding and Customer Satisfaction Correlation Analysis

| | REL | EMP | RES | TAN | REC | KNOW | PV | CS |
|---------------------|-----|-----|-----|-----|-----|------|-----|-----|
| Pearson correlation | .55 | .49 | .49 | .52 | .54 | .41 | .50 | .47 |
| Sig. (2-tailed) | .02 | .03 | .05 | .01 | .01 | .02 | .02 | .01 |
| N | 204 | 204 | 204 | 204 | 204 | 204 | 204 | 204 |

As shown in Table 4, reliability was significantly and positively correlated with customer satisfaction ($r = .55$; $p < .05$). Empathy was found to be significantly and positively correlated with customer satisfaction ($r = .49$; $p < .05$). The analysis showed responsiveness to be significantly and positively correlated with customer satisfaction ($r = .49$; $p < .05$) while tangible was highly significant and positively correlated with customer satisfaction ($r = .52$; $p < .01$). The table also shows that the correlation (r) of recovery was 0.54 and the p -value was 0.01. It was thus concluded that recovery was highly significant and positively related to customer satisfaction in the Pay TV industry in Eldoret. It can also be observed that the correlation (r) of knowledge was 0.41 and the p -value was 0.02 and there was a positive correlation between knowledge and customer satisfaction in the Pay TV industry in Eldoret. As captured in Table 5, the result indicated that the correlation (r) of perceived value was 0.50 and the p -value was 0.02. Therefore, from these results, the study concluded that there was significant and positive correlation between perceived value and customer satisfaction in the Pay TV industry in Eldoret. From the table, it can also be observed that the correlation (r) between customer satisfaction was 0.47 and p -value was 0.01.

To address the issue of customer satisfaction, interview Question 5 asked the stakeholders to share the challenges they experience.

All the interviewees had complains e.g. Customer complains on clarity, delayed customer call centre services, availability of promotional brochures and client give always, loss of signal especially when interrupted by rains, unavailability of a warrantee and technicians to assist with decoder faults. Most of this complains came from customers not being satisfied with the brands they bought and if they came to make a purchase, they are already aware of the challenges. Some complains touched directly on the stakeholders. And as stated earlier, of this study, trade-oriented brand promotion is an important tool of brand promotion.

Therefore, it is essential for Pay TV companies to take care of both the vendor and consumer. They are the first purchasing contact the client meets. Therefore, it was concluded that customer satisfaction is highly significant and positively related to branding in the Pay TV industry in Eldoret. The results of this study concur with those of Njuguna (2014) who asserted that customer satisfaction has a direct effect on consumer purchase intentions, and indirectly affects consumer choice via its effect in building brand equity.

In relation to branding strategies and customer retention, Pay TV providers must always add value to their products. This entails adding something to the core product that the customer perceives important, beneficial and of unique value (Wilson & Jantrania, 1995). This can be attained by providing the customers with attractive promotional offers, tailoring costs depending on demographics of the customers, and creating open lines of communication that may result in direct and personal relationships with the customer.

To reduce customer-perceived sacrifice and retain their customers, it is essential for Pay TV providers to offer something valuable to customers in service interaction process, such as promotional offers, demographic-tailored packages and easy and direct communication with customers. The results of this study concur with those of Njuguna (2014) who observed that customer satisfaction has a direct effect on consumer purchase intentions, and indirectly affects consumer choice via its effect in building brand equity.

5.0 CONCLUSION AND RECOMMENDATION

From the findings, the study found out that the respondents were of the opinion that: it is easy for customers to communicate with their Pay TV providers as indicated by a mean score of 4.23, the package they subscribe to are worth the money paid with a mean score of 4.01, and that during promotional offers, it is highly likely that customers will get the proposed reward from the Pay TV provider with a mean score of 3.96. However, the respondents were pessimistic about the Pay TV providers' consideration of their ability to afford the service as indicated by a mean score of 3.32. This implies that Pay TV providers must strive to understand and align their idea of value addition from customer's point of view and thoroughly understand customer's value chain. To do this, Pay TV providers must tailor their products guided by the demographics of their customers.

On a five-point scale Likert Scale, the mean scores of the respondents' perceived service quality on the role of branding strategies on organizational promotion and brand recognition on Pay TV in Eldoret ranges from 3.61- 3.95. This intimates that the respondents perceived the quality of service being offered by the Pay TV providers as high. As articulated by the respondents, always let customers know what you are doing for them.

REFERENCES

- Adil, Z., & Khalid, M. A. (2013). Unorganized Retail Shopping Experience in India: An Empirical Investigation. *Pacific Business Review International*, 5(7), 8-16.
- Agumba, G. O., Kirui, C., & Gudda, P. (2017). Effect of Brand Awareness on Customer Retention in the Mobile Telecommunication Industry in Kenya: A Case of Airtel Kenya. *International Journal of Management and Commerce Innovations*, 5(1), 601-604.
- Agustin, C., & Singh, J. (2005). Curvilinear Effects of Consumer Loyalty Determinants in Relational Exchanges. *Journal of Marketing Research*, 42, 96-108.
- Blattberg, R., & Deighton, J. (1996). Manage Marketing by the Customer Equity Test. *Harvard Business Review*, 74(July–August), 136–44.
- Blumberg, B., Cooper, D. R., & Schilder, P. S. (2011). *Business Research Methods*. McGraw-Hill Higher Education.
- Bryman, A., & Bell, E. (2007). Planning a Research Project and Formulating Research Questions. In *Business Research Methods* (pp. 75-92). New York. Oxford University Press.
- Chepkole, W. P. (2014). Determinants of Household Solid Waste Management in Kenya: A Case of Eldoret Municipality. (Unpublished MA Thesis), The University of Nairobi, Nairobi.
- Cohen, R., & Swerdlik, M. (2010). *Psychological Testing and Assessment*. Burr Ridge, IL: McGraw-Hill.

- Creswell, J. W. (2009). *Research Design: Qualitative, Quantitative, and Mixed Methods Approaches*. Los Angeles: Sage
- Danaker, P. J. (1997). Using Congest Analysis to Determine the Relative Importance of Service Attributes Measured in Customer Satisfaction Surveys. *Journal of Retailing*, 2, 235-260.
- Dhandabani, S. (2010). Linkage between Service Quality and Customers Loyalty in Commercial Banks. *International Journal of Management & Strategy*, 1(1), 1-22.
- Dinnie, K. (2015). *Nation Branding: Concepts, Issues, Practice*. Routledge.
- Duffy, D. (2013). Commentary- Internal and external factors which affect customer loyalty. *Journal of Consumer Marketing*, 20(5), 480-485.
- Erdem, Swait, & Valenzuela (2008). Reinventing Strategies for Emerging Markets: Beyond the Transnational Model. *Journal of International Business Studies*, 35(5), 350-370.
- Fluid Survey Solutions (2015). *Sample Size Methodology*. Retrieved April 4, 2016 from Fluid Survey Research Solutions online
- Ghavami, A., & Olyaei, A. (2011). *The Impact of CRM on Customer Retention*. Retrieved 2016, from <http://epubl.ltu.se/1653-0187/2006/02/LTU-PB-EX-0602-SE.pdf>
- Kapai, R. (2015). Determinants of Customer Retention in the Mobile Telecommunication Industry in Kenya: A case of Airtel Kenya. *The Strategic Journal of Business and Change Management*, 2(2), 1621 – 1672.
- Keller, K. L., & Lehmann, D. R. (2006). Brands and Branding: Research Findings and Future Priorities. *Marketing Science*, 25(6), 740-759.
- Kenya National Bureau of Statistics (2015). *Statistical Release: Gross Domestic Product and Balance of Payments, Third Quarter 2015*. Retrieved from: <http://www.knbs.or.ke/index.php?>
- Kilei, P, Iravo, M., Omwenga, J. (2016). The Impact of Brand Awareness on Market Brand Performance of Service Brands: Contextual Consideration of Kenya's Banking Industry. *European Journal of Business and Management*, 8 (18), 92-103.
- Kotler, P. (2000). *Marketing Management (The Millennium Edition)*. Upper Saddle River: Prentice Hall.
- Lake, L. (2015, December 31). *What is Promotional Mix and How Does it Impact Your Marketing?* Retrieved from, What is Promotional Mix and How Does it Impact Your Marketing?

- Mbogo, P. K. (2013). *Influence of Promotion Mix Strategies on the Growth of Customers of Pathologists Lancet Kenya*. (Unpublished MBA Thesis), The University of Nairobi, Kenya.
- Njuguna, R. K. (2014). *The Influence of Brand Equity on Consumer Choice in Branded Bottled Water among Supermarket Customers in Nairobi Central Business District, Kenya*. Unpublished PhD Thesis, Kenyatta University, Nairobi.
- Reichheld, F. F. (1996). *The Loyalty Effect: The Hidden Force behind Growth, Profits, and Lasting Value*. Boston, MA: Harvard Business School Press.
- Ross, S. D. (2008). Assessing the Use of the Brand Personality Scale in Team Sport. *International Journal of Sport Management and Marketing*, 3(1/2), 23-38.
- Sasser, E. J. (1990). Zero Defections: Quality Comes to Services. *Harvard Business Review*, 68(5), 105.
- Scotland, J. (2012). Exploring the Philosophical Underpinnings of Research: Relating Ontology and Epistemology to the Methodology and Methods of the Scientific, Interpretive, and Critical Research Paradigms. *English Language Teaching*, 5(9), 9-16.
- Sheth, J., Newman, B., & Gross, B. (1991). Why We Buy, What We Buy: A Theory of Consumption Values. *Journal of Business Research*, 22, 159-70.
- Wilson, D. T., & Jantrania, S. (1995). Understanding the Value of a Relationship. *Asia-Aust. Market.J.*, 2(1), 55-66.