

**INFLUENCE OF PERSONAL SELLING ON BRAND PERFORMANCE OF RETAIL
SHOE COMPANIES IN NAIROBI CENTRAL BUSINESS DISTRICT**

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DECLARATION

This proposal is my original work and has not been presented for a degree in any other university

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DEDICATION

This proposal is dedicated to first and foremost my parents; Dad Josphat and Mum Jacinta, my siblings Dr. Wanyoike , Cosmas and my soulmate Stanley N. Mwichigi, whose love, strength, and patience will carry me through to seize the many opportunities and to overcome the challenges and confrontations throughout my masters studies.

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ABSTRACT

Many organizations all over the world are currently engaged in branding themselves or their products in order to position themselves competitively in the market. Organizations and businesses in general embrace the concept of branding as a dominant strategy because a strong brand provides added value to both the seller and buyer, which is attributable to the concept of brand equity. The branding is usually done along the theme of the day and is informed by the perceived demands of the market and the target clients. The branding can range from a simple facelift to a complete overhaul of both operations and products. However, though through observation it is evident that many businesses at some point engage in personal selling, most do not involve the promotion of their own brands save for few firms such as retail shoes companies in Nairobi central district. However, the power of personal selling on the brand performance of even well-known brands such as retail shoes companies is lacking. Therefore, the main objective of this study was to assess the influence of personal selling on brand performance focusing on retail shoes companies in Nairobi central district. It specifically wanted; to determine how promoting brand knowledge through personal selling influences brand performance; to establish how enhance communication through personal selling influences brand performance; to examine how increased interaction time through personal selling influences brand performance; to assess how relationship building through personal selling influences brand performance. The study adopted the survey research design targeting the marketing management and sales staff of all the three retail shoes companies in Nairobi central district. The target population of this study comprised of marketing management and sales staff of all the three retail shoe companies Nairobi central district. A census collected all information about every member of the population. In this case the research collected a census of 100 percent of the sample survey.

The study used primary data which was collected directly from the respondents using questionnaires. The data was then be analyzed using both descriptive and inferential statistical methods. There was a statistically significant strong positive correlation coefficient of .68 ($p = 0.03 < 0.01$) between brand knowledge and personal selling at retail shoe companies in Nairobi central district. The study found statistically significant weak positive correlation coefficient of .155 ($p = 0.08 < 0.01$) between communication in personal selling on brand performance There was also a statistically significant strong positive correlation coefficient of .655 ($p = 0.03 < 0.01$) between interaction time and personal selling at retail shoe companies in Nairobi central district.

The study concludes that personal selling has influenced brand performance in retail shoe companies in Nairobi central business district. The study finally concludes that there has been significant brand performance in retail shoe companies in Nairobi central business district. It was recommended that adequate and timely personal selling should be encouraged especially for brands of products that are performing dismay in the marketing. Those products in product life cycle that are in decline stage in organization. It was recommended that organizations should have adequate and competent marketing management and sales team with equipped skills in knowledge of brands, communication skills, interaction and relationship building to all potential and existing customers in the organization. The study recommended that there should be reward system for sales teams that performs excellently in the organization and customers who make frequent purchases. It was recommended that further study should be done in relationship to influence of personal selling brand performance in franchised and non- franchise products.

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Many organizations all over the world are currently engaged in branding themselves or their products in order to position themselves competitively in the market. Organizations and businesses in general embrace the concept of branding as a dominant strategy because a strong brand provides added value to both the seller and buyer, which is attributable to the concept of brand equity. The branding is usually done along the theme of the day and is informed by the perceived demands of the market and the target clients. The branding can range from a simple facelift to a complete overhaul of both operations and products. More often than not, the organizations intend to project a new image without losing their original identity; hence, they prefer preserving some elements of their original identity such as names, logos, colours etc. This usually happens when the organization is carrying out market segmentation or product differentiation (Muzellec and Lambkin, 2006). However, promoting a brand takes considerable effort and resources and in the absence of carefully thought out promotion strategies, the brands may fail. One of the strategies used to promote brands is personal selling.

Brassington and Pettit (2000) argue that, personal selling is a two way communication tool between a representative of an organization and an individual or group, with the intention to form, persuade or remind them, or sometimes serve them to take appropriate actions. Furthermore, personal selling is a crucial element in ensuring customers' post-purchase satisfaction, and in building profitable long-term buyer-seller relationship built on trust and understanding. Verhallen et al (1997) states that the increased competition within the fast changing environment of organization products and services has led organizations to develop and maintain comprehensive relationship with their customers. Furthermore, Julian and Ramaseshan (1994) state that the long term person to person relationship is an important factor for retail firms to achieve competitive advantage. Lee (2002), states that personal selling can be performed either face to face or through technological aids such as the internet. Research carried out to find out if personal selling has influence on brand performance has yielded mixed results. For instance, Akinyi (2011)

carried out a research and found out that indeed personal selling had effect on brand performance which turned out to be different from the findings of Musyoki (2009) who found out that there is no significant difference effect on brand performance. However, the difference may have been caused by geographical difference as Akinyi carried out her research in rural setting while Musyoki carried out research in an urban setting. Akinyi's finding was similar to Kimani, (2009) who found that those products which were on personal selling tended to have more demand than those which do not. The differences in findings across different organizations and geographical settings and also the methodologies used inform the need for a more in depth study so as to establish the real power of personal selling particularly on brand performance. In selecting appropriate method to promote their brands, firms must consider the target audience, the stage of the products life cycle, characteristics of the products, decision stages of the products and the channel of distribution (Kotler, 2013).

1.1.1 Personal Selling

This is the process by which the seller sells to the consumer face to face. Personal selling is the most expensive form of promotion. In essence personal selling involves the building of relationship through communication for the purpose of creating a sales transaction. Personal selling is defined by Weitz and Castleberry (2004) as an interpersonal process whereby a seller tries to uncover and satisfy buyer's needs in a mutually long term beneficial manner suitable for both parties. Thus Personal selling is interpersonal communication regarding goods and services. Communication is the most basic activity for the sales representative during personal selling exchanges (Engel & Kollat, 2011). It is a social situation involving two persons in a communication exchange. Success depends on how well both parties achieve a common understanding enabling mutual goal fulfillment through social interaction (Kotler, 2013). Weitz and Castleberry (2004) state that the role of sales representative is to engage and collect information about a prospective customer, develop a sales strategy based on that information, transmit a message that implements organizational strategy, evaluate the impact of these messages and make adjustments upon this evaluation. Personal selling involves person to person communication with a prospect. It is a process of developing relationships; discovering

needs; matching the appropriate products with these needs; and communicating benefits through informing, reminding, or persuading (Manning and Reece 2007).

1.1.2 Brand Performance

Farquhar (1989) defined a brand as a name, symbol, design, or mark that enhances the value of a product beyond its functional purpose. Alexander and Doherty (2009) opine that the brand value has to bear interest and on top of that, the brand has to provide a measurable contribution to the success of a business as a whole. Customers perceive a brand as a classification of value and trust (Keller, 2009). When people want to buy a product or a service, a brand's reputation either strong or weak is likely to affect their purchasing decision. Kotler (1997) defined brand performance as the added value ascribed to products and services. This added value may be shown in the way customers consider, feel and act with respect to a brand, as well as in the prices, market share and profitability that the brand commands for the company. Brand performance is a concept of particular relevance to companies (Aaker, 1991). Brand performance refers to the added value of a brand to a company (Kotler, 1997). Brand performance now play an important role and are accepted as generating and business and sustaining growth (Prasad & Dev, 2000). Having a strong brand not only helps a company to differentiate itself from its competitors, it also creates positive communication apt to satisfy and convince customers (Aaker, 1991). When a company wants to develop new products or services, branding plays a significant role in its decision making process. The function of a brand is not only to enhance the value of a product beyond its functional purpose, but it is also related to trust, loyalty, perceived quality and brand awareness.

1.1.3 Personal Selling in Relation to Brand Performance

According to Julian and Ramaseshan (1994) the relationship between the salesperson and customer is perceived as being of great importance for brand performance in organizations. Hence, the sales force within the organizations needs not only to be trained in the art of selling but also to be aware of all the products and services available and be able to clearly explain what each products and services offers. Since customers' needs and motivation are likely to be complex, and their ability to assess alternative courses of

action without professional assistance is likely to be limited, it is of great significance for the sales force engages and co-operates toward the customer, trying to find a solution to the customer's problem, rather than only persuading him to purchase the products or services (Meidan, 1996). Kotler, (2013) noted that personal selling serves three major roles in a firm's brand performance and overall marketing effort. Salespeople are the critical link between the firm and its customers; salespeople are the brand and company in a customer's eyes. They represent what the brand and a company is or attempts to be and is often the only personal contact a customer has with the brand and company; and lastly, personal selling may play a dominant role in brand performance and a firm's marketing program.

1.1.4 Retail Shoe Companies History

In June 1999, we purchased selected assets of the Khadwalla, K. and African retail shoe companies that were established almost the same time. They were all established after realization that they were no shoe retail companies in Nairobi central district. The companies adapts to customers' requirements, focuses on continuous improvements, and maintains harmony between its business and social responsibilities. It is also centrally located in the region, making it a natural choice as a manufacturing hub for the East African region and beyond. The fact that the factory adopted a volume line specialization model has helped it achieve its productivity targets and become very competitive in pricing, costs, consistency, and market leadership. We also ensure that we are EH&S(environmental health and safety) compliant in our manufacturing processes. With a growing economy, the potential and opportunities for us are immense.

1.2 Statement of the Problem

Well promoted brands serve as powerful marketing tools for products, services, concepts and even organizations as a whole. The success of the branding exercise depends largely on the strategies employed by the organization in promoting the brand and usually entail branding the products, branding the organization and differentiation from competitors. Over time, these approaches have been instrumental in improving the power of the brand to increase the firm's competitiveness. Safaricom is an example of an organization of

personal selling that continuously recruitment, training, polishing attitudes/culture of seller to gather with other promotional methods for example advertising. Personal selling has seen over the years made safaricom monopoly in the communication industry. Customers' loyalty, repeat customer growth and expansion of organization through-out the country has been witnessed. This makes brand promotion increasingly necessary as brands increase loyalty. The brand resides within the hearts and minds of customers, clients, and prospects. It is the sum total of their experiences and perceptions, some of which one can influence, and some that one cannot. A strong brand is invaluable as the battle for customers intensifies day by day. An entire brand is the source of a promise to the consumer. Though through observation it is evident that many businesses at some point engage in personal selling, most do not involve the promotion of their own brands save for few firms such as Bata Shoe Company. However, the power of personal selling on the performance of even well-known brands such as retail shoes companies is lacking. Existing research has so far managed to link personal selling and brand performance but has not explicitly linked personal selling with brand performance. Continue to use personal selling despite expense in its influence on brand performance and that's what precisely your study is seeking to determine.

1.3 Research Objectives

The main objective of this study was to assess the influence of personal selling on brand performance focusing on retail shoes companies in Nairobi central district. It specifically seeks;

- i. To determine how promoting brand knowledge through personal selling influences brand performance
- ii. To establish how enhanced communication through personal selling influences brand performance
- iii. To examine how increased interaction time through personal selling influences brand performance
- iv. To assess how relationship building through personal selling influences brand performance

1.4 Research Hypotheses

H01: Promoting brand knowledge through personal selling does not significantly influence brand performance

H02: Enhanced communication through personal selling does not significantly influence brand performance

H03: Increased interaction time through personal selling does not significantly brand performance

H04: Building relationship through personal selling does not significantly influence brand performance

1.5 Significance of the Study

This study was meant to be valuable to the various stakeholders who include the target firm that is retail shoes companies, the business community, marketers and brand developers, government, and researchers in this area. For the target firm, retail shoes companies, it is anticipated that the findings of the study was also to help strengthen their personal selling approaches in order to improve their brand performance especially with the growing competition in the footwear industry. The business community, marketers and brand developers may find the findings of this study useful in enlightening them on brand marketing. The policy makers was obtained knowledge of the brand dynamics and thus obtain guidance from this study in designing appropriate practices that was to regulate brand marketing. The government through the line ministry can use this study to educate business organizations on the importance of branding. Finally, the study was identified the knowledge gaps and provide suggestions for further research. This formed bases for scholars who are interested in conducting research in this area in future.

1.6 Scope of the Study

The study was focused on the influence of person selling on brand performance at retail shoes companies in Nairobi central district. Special reference was made on value promoting brand knowledge, communication, interaction and relationship building/partnering in brand performance. The study was conducted at retail shoes companies in Nairobi central district a period of six months.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

This chapter was devoted to reviewing literature relevant to the case study. It provides a critical look at the work that has been done by other researchers related to influence of personal selling on firms brand performance retail shoes companies in Nairobi central district. It also outlines a conceptual framework and expounds on the research gaps which it was expected to fill.

2.2 Theoretical Review

Personal selling is considered an art by some and a science by others and has produced two contrasting approaches to the theory of personal selling.

2.2.1 AIDAS Theory of Personal Selling

According to the theory, the prospect's mind passes through five successive mental states: Attention, Interest, Desire, Action, and Satisfaction (AIDAS) so the sales presentation must lead the prospect through them in the right sequence if a sale is to result. The psychological writings of (James, 1981) support this theory. Its construct is based upon experimental knowledge. It was in existence as early as 1898 and later revised by James in 1981. The sales presentation must lead the prospect through steps in the right sequence if a sale is to result.

Securing attention: In order to put the prospect into a receptive state of mind, the first few minutes of the interview are crucial. The sales person has to have a reason, or an excuse for conducting the interview. If he has previously made an appointment, this phase presents no problem, though experienced sales personnel say that even with an appointment, a sales person must possess considerable mental alertness; and be a skilled conversationalist, to survive the start of the interview. As the prospect realizes the caller is bent on selling something, the sales person must establish good support at once. He needs an ample supply of conversation openness. Among other things, favorable first

impressions are assured proper attire, neatness, friendliness, amid a genuine smile just before the interview.

Gaining interest, in this approach, many techniques are used to intensify the prospect's attention so that it evolves into strong interest. Some sales people develop contagious enthusiasm for the product or a sample. Sales portfolios, flip charts, or other visual aids serve the same purpose when the product is bulky or technical. One should search out the selling appeal that is most likely to be effective. The prospect's interests are affected by basic motivations, closeness of the interview subject to the current problems, its timeliness and their receptive, skeptical or hostile mood. In selecting the appeal to emphasize the sales person must take all these into account.

Kindling desire, in this approach, the sales person must keep the conversation running along the main line toward the sale to kindle the prospect's desire to ready to buy point. The development of sales obstacles the prospects objections, external interruptions and digressive remarks may sidetrack the presentation during this phase. Obstacles must be faced and ways found to get around them. Objections need answering to the prospects satisfaction. Time is saved, and the chance of making a sale improved if objections are anticipated and answered before the prospects raises them.

Inducting action, if the presentation has been perfect, the prospect is ready to buy. However, buying must be induced. Experienced sales personnel do not close until the prospect is fully convinced of the merits of the proposition. The trial close, the close on a minor point and the trick close are used to test the prospect's free action. For fear of getting no from which they think there is no retreat some sales personnel never ask for definite yes or no. But it is better to ask for the order straightforwardly.

Building satisfaction whereby, the sales person should reassure the customer that his buying decision is correct and that sales person merely helped in deciding. The order is the climax of the selling situation. Building satisfaction means thanking the customer for the order, and attending to such matter as making certain that the order is filled as written, and following upon promises made. The theory seems to suggest that a customer will buy a product only when sales persons follow all the five steps. However, the sales person are

training to handle both detailed and non- detailed customers who walk in the shop well informed on of the product they intend to purchase. This theory brings clear the need for enhancement of personal selling to organization because the brand performance dependence full on increased in sales that is facilitated by Attention, Interest, Desire, Action, and Satisfaction thus building along term relationship with the customers leading to loyalty, repeat customers and increase in sales.

2.2.2 Right Set of Circumstance Theory of Personal Selling

This theory sometimes is also called “Situation Response theory”, John A. Howard (1981) of Columbia Graduate School of Business had its psychological origin in experiments with animals and holds that the particular circumstances prevailing in a given selling situation cause the prospect to respond in a predictable way. The more skilled the salesperson is in handling the set of circumstances, the more predictable is the response. The set of circumstances includes factors external and internal to the prospect. To use a simplified example, Suppose a salesperson sales to the prospect, let’s go out for lunch”. The salesperson and the remarks are the external factors.

There are four factors internal to the prospect affect the response. These are the presence or the absence of desires, first to go out for lunch, to have it now, to go out and to go out with salesperson. Proponents of this theory tend to stress external factors and at the expense of internal factors. They seek selling appeals that evoke desired responses. Sales personnel who try to apply the theory experience difficulty traceable to internal factors in many selling situations, but the internal factors are not readily manipulated. This is a seller-oriented theory: it stresses the importance of the salesperson controlling the situation, does not handle the problem of influencing the factors internal to the prospect, and fails to assign appropriate weight to the response side of the situation response interaction.

The theory seems to suggest that a customer will buy a product of the circumstance is right with or without the influence of a salesman to have knowledge of the brand and interaction time to give details to customers about variety of shoes. However, the salesman has a role in making the circumstance right, for instance if the offer for lunch is

accepted, it may allow the customer a relaxed moment to think through which may lead to an order and eventually close of sale.

2.2.3 Corporate Rebranding Theory

Re-branding may occur in different levels in organizations; corporate, business unit, or product level (Muzellec and Lambkin, 2006). Product re-branding is a widely studied area in the marketing discipline, but corporate re-branding is quite a new phenomenon in an academic context. This study concentrates on corporate re-branding only. The literature gives a variety of definitions of what corporate re-branding is and what issues are included in it. Therefore the type of corporate re-branding is examined first. Daly and Moloney (2004) describe that the level of change in corporate brand may include minor, intermediate or complete change. According to them, the minor changes are about aesthetics, and vary from a simple face lift to restyling or revitalizing the brand which may need a change. Intermediate change is about repositioning, and use of marketing tactics, especially communication and customer service techniques to favorably reposition an existing brand name, thus giving it a new image.

In complete change, the name is new to stakeholders and they do not know what the brand stands for. Values and image of the new brand are communicated to all stakeholders through an integrated marketing communications campaign. Daly and Moloney (2004) call complete change rebranding. Stuart and Muzellec (2004) suggest a continuum of corporate rebranding varying from evolutionary changes in slogan or logo only, to revolutionary change incorporating the elements of name, logo and slogan. They suggest that the types of changes made by corporate re-branders fall into three categories; name, logo, and slogan change. They suggest that permutations possible are a) name and logo, b) name, logo and slogan, c) logo only, d) logo and slogan, e) slogan only. They do not clarify why name only cannot change. According to them, change in only one of the elements will result in evolutionary change to the brand, whereas changing name, logo and slogan simultaneously will cause revolutionary change.

Muzellec & Lambkin (2006) suggest that corporate re-branding occurs either in an evolutionary or revolutionary manner. Evolutionary rebranding describes a fairly minor

development in the company's positioning and aesthetics that is so gradual that it is hardly perceptible to outside observers. Revolutionary rebranding describes a major, identifiable change in positioning and aesthetics that fundamentally redefines the company. According to them, this change is usually symbolized by a change of name. In addition to these contributions Kaikati (2003) suggest that re-branding consists of rebranding, re-structuring and re-positioning, but does not define any of these. Muzellec *et al.*, (2003), on the other hand, suggest that rebranding consists of re-positioning, re-naming, redesigning and re-launching. Re-positioning is often considered as an objective-setting phase (Daly and Moloney, 2003) where decisions are taken to try to create a radically new position in the minds of its customers, competitors and other stakeholders (Kotler and Keller, 2006; Keller, 2008).

Re-naming or name changing is the most discussed issue in corporate re-branding studies. The brand name is the core indicator of the brand. It is the basis for awareness and communications. It is a medium by which a corporation sends signals about corporate identity to stakeholders, and the brand image results from the decoding of those signals by the receiver. (Daly & Moloney, 2003.) Choosing a name is not an easy task. Muzellec (2006) presented different kinds of corporate name types: descriptive, geographic, patronymic, acronym, associative and freestanding. There are alternative routes – or processes – to choose corporate name (Kohli and LaBahn, 1997; Kollmann and Suckow, 2007), and employee participation in name development is suggested (Kollmann and Suckow, 2007; Lomax and Mador, 2006).

Corporate rebranding necessitates synergy between marketing, human resource management and strategy (Hatch & Schultz, 2003). Context determines the involvement of different stakeholder groups in the process. Staff, customer and agency involvement at varying levels are found. Agencies help especially with communications, advertising, media buying and/or in new brand development. Often the process is more complex and time consuming than the companies anticipate. (Lomax and Mador, 2006.) In addition, the phases are more or less intertwined and overlapped. Even though corporate re-branding is an issue which is conducted in several levels in organization and it is assumed that the corporate re-branding process is purposeful and adaptive in interaction with

several actors, here the phenomenon is described from the perspective of the internal development of a single organizational entity, a company. For corporate re-branding an envisioned end stage is formulated, and in an organization actions for reaching the goal are taken (Van de Ven, 1992). In addition, it is suggested that the process is seen as a repetitive sequence of goal formulation, implementation, evaluation, and modification of goals based on what was learned during the process (Van de Ven and Poole, 1995). In so doing, the process description leans towards life cycle and teleological process theories. This theory is instrumental in the study in helping to understand the approaches taken to corporate branding and their efficacy. It is clearly from the theory that both interaction time and communication of brand to customers plays a major role corporate rebranding to ensure that every moment customers meet similar goods with different appearance.

2.3 Empirical Review

Past studies have shown that empathy can have beneficial influence on the personal selling in service quality, sales performance and successful selling. Personal selling helps, in other words a service skill may have an influential impact on customer emotions (Beatty, 1996) and further lead to customer loyalty. If customers perceive a salesperson acts trustworthy they are likely to think the behaviour is praiseworthy, thus creating positive relationship and brand performance. (Beatty et al. 1996) Personal selling will affect the way they feel about the salesperson. When interacting with a salesperson possessing good expertise, customers are likely to feel fulfilled, pleased and comfortable. Friendliness is also important as it is crucial in increasing satisfaction. The amount of salespeople's increase personal selling and thus positively related to buyer satisfaction. By this is meant the way a salesperson is animated, motivated and excited (Dubinsky, 2003). According to Etzel et al.(2007) personal selling is a direct communication between a sales representative and one more prospective buyers in attempt to influence each other in purchasing situation. According to Futrell (2008) Personal selling refers to the personal communication where one unselfishly persuade a prospective customer to buy something a good or a service, an idea, or something else that satisfy the individual. Personal selling is the most effective tool at certain stage of the buying process, particularly in building up buyers preference, convictions, and actions. It involves personal interaction between two

or more people, so each person can observe the other needs and characteristics and make quick adjustments (Peter and Donnelly, 1998).

Kotler (2009) states that Personal selling allows all kind of relationships to spring up, ranging from matter of fact selling relationships to personal friendship. The effective salesperson keeps the customer's interest at heart in order brings a long-term relationship. Finally, with personal selling, the buyer usually feels a greater need to listen and response is a polite "no thanks you". These unique qualities come at a cost. A sales force requires a longer-term commitment than does advertising –advertising can be on and off, but sales force size is harder to change. Personal selling is also the company's most expensive promotion tool, costing companies a lot of money (Dibb et al,2001) for example in the bank the sales people need a car and time to go see a client. Yeshin (2012) further adds that companies that effectively engage in personal selling enhance their performance by way of increasing sales of the company's products.

A study by (Aliata, 2012) on production industry in Kenya sums up the relationship between personal selling and brand performance. Aliata (2012) found that personal selling significantly related with profits of brands in a positive manner. Personal selling is a form of person to person communication, in which a seller attempts to assist and/or persuade perspective buyer to purchase the company's products and service (Merwe, 2003). Personal selling involves direct contact between buyer and seller, which gives the market communication flexibility. This means that the seller can see or hear the potential buyers' reactions and modify the message.

Personal selling is any face-to-face promotion of the company and its products to the customers. Suppliers, manufacturers and porters to deal directly with retailers commonly use personal selling. Personal selling is the most effective tool at later stages of buying process and three distinctive qualities are Personal confrontation Personal selling involves an immediate and interactive relationship between two or more persons. Secondly, Cultivation where personal selling permits all kinds of relationships to spring up ranging up ranging from matter of fact selling relationship to a deep personal friendship and finally, response where Personal selling makes the buyer feel under some obligations for having listened to the sales talk (Dibb at el., 2001).

According to (Kerin, 2009), personal selling is the two way flow of communication between a buyer and a seller, designed to influence a person's or group's purchase decision. According to (Perreault, 2005) the importance of personal selling is that the clients can get more attention than advertisement or a display. The sales person can adjust what they say or do to the prospect's interest, needs, questions, and feedback. The basic parts of a firm's promotional efforts are personal selling, advertising publicity and sales promotions. With increasingly fragmented markets, the role of personal selling becomes more and more important and is therefore a critical component of marketing success. Personal selling message have the potential to be more persuasive than advertising or publicity due to face to face communication with customers (Jaramillo2002). Blem (2007) presents a conversation of one or more prospective purchases for making a sale.

Futrell (2006) argues that adding the adverb 'unselfishly' makes a difference to how the salesperson looks at selling and indicates caring for customers and serving or helping without expecting anything in return. Ingram, (2008) advocates a shift in the approach to selling salespeople used to perform sales pitches in the past but have moved towards more of a collaborative dialogue today. Govender, (2010) argues that doing business in the modern era requires today's companies to become customer-centric. The salespersons must give the customer an experience that sets his business aside from the competition. In a research conducted in (Chally, 2007) indicates that the international sales watchword is changing. Change is evident in the demands of customers place on salespeople and in the way that salespeople are responding to those demands. This changed dynamic between sellers and buyers is driven by social factors such as the abundance of information, the mobility of employees and globalization of markets.

These factors have an impact on the way employees relate with the client and demanding that selling organization refocus its corporate culture. In the past the customer approached seller very early in the selling process this happened during the education or information gathering phase. The customer want learn more about the product. Today's customer will easily move to another salesperson or company when these traits are evident in a salesperson such as lack of information or uneducated. All of these factors have added to a new and more challenging selling environment. This is exacerbated by

other factors such as increased product complexity, decreasing access to buyers, decreasing customer loyalty and the power shifting from seller to buyer (Chally, 2007). As it is a form of communication that allows personal interaction and flexible modification, the author stressed that the decisions made by salespersons must be consistent with the other promotional tools and the company's positioning. In the view of (Mackay & Wilmshurst, 2002) personal selling enables retailers to get involved in the whole selling process, from approaching the customers to completing the sales. Other promotional tools can rarely do so.

Since the term "brand performance" emerged in the 1980s, there has been a growing interest in the subject among marketing academicians and practitioners (Cobb-Walgren, et al., 1995). The meaning of the term brand performance has been debated in a number of different ways and for a number of different purposes (Keller, 2002). Brand performance is the added value endowed by the brand name (Farquhar, et al., 1991); it is the difference between overall brand preference and multi-attributed preference based on objectively measured attribute levels (Park and Srinivasan, 1994); and overall quality and choice intention (Agarwal and Rao, 1996). Based on the value of brand performance, Aaker (1996) defines it as a set of assets (and liabilities) linked to a brand's name and symbol that add to or subtract from the value provided by a product or service to a firm and/or that firm's customers. Brand performance is defined from the perspective of the customer and is based on consumer knowledge, familiarity, and associations with respect to the brand (Washburn and Plank, 2002). Proponents contend that for a brand to have value, it must be valued by the customer. If the brand has no meaning to the customer, none of the other definitions is meaningful (Cobb-Walgren et al., 1995; Keller, 1993).

A thorough understanding of brand performance from the customer's point of view is essential for successful brand management. As Keller (1993,) explains, positive customer-based brand performance can lead to greater revenue, lower cost, and higher profit; it has direct implications for the firm's ability to command higher prices, a customer's willingness to seek out new distribution channels, the effectiveness of marketing communications, and the success of brand extensions and licensing opportunities." Brand performance consist of two aspects: brand attributes that describe product or service characteristics and brand benefits that are related to personal values of

consumers. Thus, marketers attempt to create strong brand performance that can be based on past experiences, price, personal recommendations, company's performance and more aspects (Keller, 2003). The company builds these brand performance to create uniqueness and differentiate the brand from other competitors. The brand performance can vary, depending on situation, particular product category, as well as brand communication (Romaniuk, Gaillard, 2007). Aaker (2002) refers to brand performance as a brand asset, which shows financial performance, and it is a strategic thrust of business, usually at heart of what customers are buying. Generating high quality means understanding of what a quality connote for customers, however, perceptions of a quality must be created and may differ from an actual quality (Aaker, 2002,). Brand performance is a main consideration when placing a value on a brand and retaining customers. A brand is more valuable when it has a loyal customer base and thereby generates a predictable sales and profit stream. The previous brand performance assets are crucial for a company to maintain loyalty (Aaker, 2002,).

Brands performance plays several roles for consumers. They aid identification (Kapferer, 1997) and reduce consumers' search costs (Berthon. Hulbert and Pitt, 1999) by helping them interpret, process and store large amounts of information about products (Aaker, 1991). This has a practical value for consumers through saving time and effort expended in purchase decision-making (Kapferer, 1997). A brand performance may also facilitate consumers' purchase selections by providing added value that differentiates a brand from competitors (de Chernatony and McDonald, 1998). Brand performance may increase consumers' confidence in their purchase selections (Aaker. 1991) and reduce perceived risk by providing consumers with an assurance of quality (Berthon Hulbert and Pitt. 1999). There by increasing satisfaction (Aaker, 1991). Brand performance thus plays an optimization role, enabling consumers to be sure of choosing the best offering in a category for a particular purpose (Kapferer, 1997). Other roles of a brand performance for consumers include: providing continuity i.e. satisfaction resulting from familiarity, eliciting hedonistic rewards and meeting ethical values (Kapferer, 1997). The latter is becoming increasingly salient as consumers become more sophisticated and are concerned with the ethics of the activities of the company that owns a brand.

Brand performance is one of the significant concepts in brand management, as well as in business practice and academic research (Kim *et al.*, 2006). Developing and properly managing brand performance has been emphasized as an important issue for most firms (Hao *et al.*, 2007). It can help firms to gain or increase their cash flow to the business, and make products differentiation in order to lead to competitive advantages (Yoo *et al.*, 2000; Aaker, 1991). Thus, brand performance is been appreciated as one of the most valuable intangible assets by most firms (Hao *et al.*, 2007). Aaker (1991) proposes that, brand performance is “the set of assets (and liabilities) linked to a brand’s name and symbol that adds the value provided by a product or service to a firm and /or that firms customers.” From the firm’s perspectives: we can argue that a positive brand performance affects a firm’s future profit and long term cash flow, the willingness of consumers to pay premium prices, any merger and acquisition decision, marketing communication effectiveness, stock prices, long-term sustainable competitive advantage and the marketing success of a firm (Aaker, 1991; Yoo and Donthu, 2001; Chen and Tseng, 2010). However, from customers point of view: a strong brand performance can enhance customers trust in purchasing a product as well as enable customers to better imagine and comprehend intangible products (Chen and Tseng, 2010). In summary, brand performance not only creates value for the firm, but also creates value for the customers. (Aaker, 1991).

2.4 Conceptual Framework

Conceptual framework was a concise description of the phenomenon under study accompanied by a graphical or visual depiction of the major variables of the study (Mugenda, 2008). According to Young (2009), conceptual framework was a diagrammatical representation that shows the relationship between dependent variable and independent variables. In the study, the conceptual framework looked at the influence of personal selling on brand performance on retail shoes companies in Nairobi central district.

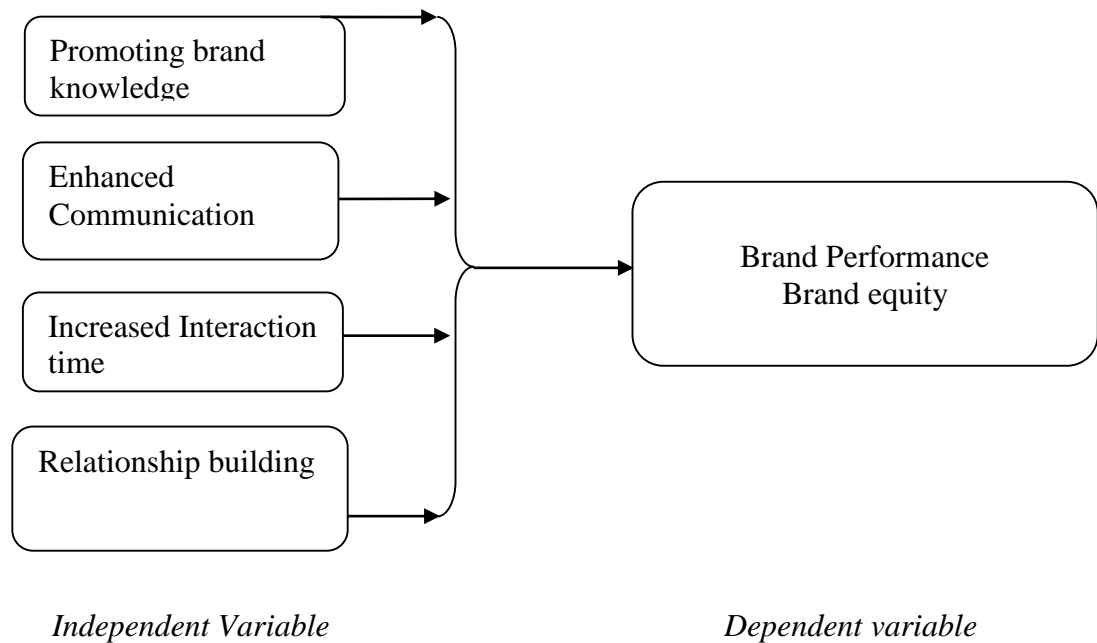


Figure 2.1: Conceptual Framework

Source: Researcher (2016)

2.5 Research Gap

Recent research indicates that personal selling, rather than brand performance alone, is a key requirement for superior business. In addition, there is growing recognition that the high failure rate of organizational initiatives in a dynamic business environment is primarily due to poor personal selling of new brands. This study has identified that the various studies carried out on the influence of personal selling on firms brand performance are not comprehensive. While they have given the study a good basis for information, the studies are not elaborate enough and therefore one cannot draw generalized conclusions based on some of these studies.

Most past local done in Kenya concur that good brands have been introduced but very little has been achieved in their relationship to personal selling and their performance. They give a good insight about brand performance and their measurements but they do not explain personal selling in relation brand performance. For example, the study by (Murianki, 2015) pays a casual attention on the effects of personal selling on sales: A

Case of Women Groups in Imenti North District, Meru County, Kenya. In addition, these studies were not based on the shoes industry. This study therefore seeks to fill the existing research gap by carrying out a case study on the effective of personal selling on brand performance a case of Bata shoe company production centre.

2.6 Summary

Formulating and executing personal selling are core brand performance. Among all the things managers do, nothing affects a company's ultimate success or failure fundamentally than how well its sales team charts its direction, develops competitively effective personal selling moves and approaches, pursues what needs to be done internally to produce good day in, day out brand execution and performance excellence. Whether a company wins or loses in the market place is directly attributable to the quality of a company's brand performance and the proficiency with which the personal selling executed. Competent execution of a well-conceived personal selling team is the test of managerial excellence and a proven recipe for organizational success.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter focuses on the methodology that was used to carry out the study such as the research design, study population, sampling size and sampling procedures, data collection instruments, methods that was used in the analysis of data.

3.2 Research Design

The study adopted the survey research design. A survey focused on opinions or factual information depending on its purpose, but all surveys involve administering questionnaires to individuals. Survey research design is an efficient method for systematically collecting data from a broad spectrum of individuals and educational settings. A survey design involves asking a large group of respondents' questions about a particular issue. The researcher then used statistical techniques to make conclusions about the population based on the sample. The design was appropriate because it was used to assess the opinions and attitude on events people and procedures (Mugenda and Mugenda, 2009). The design was deemed appropriate for this study since it made it possible to collect a large amount of data on the study problem from a large population of with minimum effort. It could also enabled generalizations to be made on the outcome of the study.

3.3 Target Population

The target population of this study comprised of marketing management and sales staff of all the three retail shoe companies Nairobi central district. A census collected all information about every member of the population. In this case the research collected a census of 100 percent of the sample survey. This population is chosen because it was highly accessible given all three retail shoe companies are in Nairobi central district.

3.4 Sampling Size & Sampling Procedures

The study used systematic random sampling to sample the marketing management and sales staff of the company who were considered the key informants of the study.

Systematic random sampling was used in this study since it has the characteristic of providing each member of the target population an equal chance of being included in the study while at the same time keeping the sample size manageable. The main factor that was considered in determining sample size is the need to keep it manageable while being representative enough of the entire population under study. Systematic random sampling has more even spread over the entire population it is easier, inexpensive and is convenient to use over large populations (Kothari, 2004).

3.4.1 Sample Size

Sample selection depends on the population size, its homogeneity, the sample media and its cost of use, and the degree of precision required (Salant & Dillman, 1994, p. 54). The people selected to participate in the sample must be selected at random; they must have an equal (or known) chance of being selected.

Salant and Dillman (1994) observed that a prerequisite to sample selection is to define the target population as narrowly as possible. It is often not possible, however, to know the true population. In such cases, Attewell and Rule (1991) suggested that a theoretical sample may be used. Theoretical samples purposively select organizations that exhibit the desired features that are the focus of the researcher's study. Although the theoretical sample is not randomly selected, individual respondents from within that sample can be selected at random to achieve an approximate effect.

3.4.2 Sampling Frame

The sample size derived will then be distributed in a sampling frame as shown in table 3.1.

Table 3.1: Census of Retail Shoe Companies Nairobi Central District

Functional Department	Khadwalla Co.	K shoe Co.	African Boots
Marketing Management	2	2	3
Sales Staff	8	8	7
Total	10	10	10

Source of data: Three retail shoe companies in Nairobi Central district

3.5 Data collection instrument

The study used primary data which was collected directly from the respondents using questionnaires. The questionnaires were self-administered (see Appendix II). Closed ended items were used in the questionnaire. The selection of these tools was guided by the nature of data to be collected, time available and the objectives of the study. It had quite a number of advantages which include: confidentiality; time saving; and reduced interviewer bias. Questionnaires also had the advantages of low cost, easy access, physical touch to widely dispersed samples (Fowler, 1993) and also the fact that the results were quantifiable. However, the use of questionnaires required careful preparation as it could easily confuse the respondents, or discourage them, or simply fail to capture important information needed in the study (Mugenda and Mugenda, 2009). This enabled the researcher to reduce both researcher and respondent biases.

3.5.1 Instrument Validity

Validity was the accuracy and meaningfulness of inferences, which were based on the results. It was a measure of how well a test measures what it was supposed to measure. It was concerned with the accurate representation of the variables under study. It was influenced by systematic error in data. The study adopted content validity to show whether the test items represent the content that the test is designed to measure (Mugenda & Mugenda, 2009). In order to ensure that all the items used in the questionnaires were consistent and valid, the instruments were subjected to scrutiny and review by experts in JKUAT. The items were rephrased and modified to avoid ambiguity before being used for data

3.5.3 Instrument Reliability

Reliability was the measure of the consistency of the results from the tests of the instruments. It was a measure of the degree to which a research instrument yields consistent results or data after repeated trials. Internal consistency was employed by the study to check the reliability of the research instruments. This was done by calculating the Cronbach's alpha coefficient for all the sections of the questionnaire from the results of the pilot study. According to Cronbach and Azuma (1962) a value of the Cronbach's

alpha coefficient above 0.7 shows high internal consistency and thus was deemed acceptable for study purposes.

3.6 Data Collection Procedures

Both for legal and ethical considerations, the researcher obtained permit before embarking on the actual study. Care was taken to ensure that the data is scored correctly, and systematic observations made. Primary data was collected mainly utilizing quantitative and qualitative methods to obtain in depth information of the study variables. Every respondent was approached through the marketing management separately and handed the questionnaires to fill in his own time. The questionnaires were then collected at a later date specified to the respondents.

3.7 Pilot Testing

The researcher administered the questionnaires to the actual respondents after pilot testing them for correctness and accuracy on two retail shoe companies non-participatory respondent sample. Piloting was done in two retail shoe companies.

3.8 Data Processing and Analysis

After retrieving the questionnaires from the respondents, the questionnaires were first sorted and the data in them was edited and then coded before being entered into the computer software, Statistical Package for Social Sciences (SPSS) version 21 for further analysis. The data was then analyzed using both descriptive and inferential statistical methods. The descriptive statistics involved the use of frequencies and percentages helped to provide the basic characteristics of the data. Inferential statistics involved the use of correlation and multiple regression models to determine the nature of the relationship between the variables. The multiple regression model was assumed to hold under the equation;

$$y = a + b_1x_1 + b_2x_2 + b_3x_3 + b_4x_4 + e$$

Where;

Y= Brand performance

a = Constant

X1 = Brand Knowledge

X2 = Communications

X3 = Interaction Time

X4 = Relationships Building

b, c, d and e, are the coefficients of the variables determine by the model

e = the estimated error of the regression model

CHAPTER FOUR

RESEARCH FINDINGS AND DISCUSSION

4.1 Introduction

This chapter contains the data analysis of the study. The data is presented in the form of graphs, charts and tables. The data has been analyzed using descriptive statistics to generate frequencies of responses and inferential statistics to determine the relationship of the variables under study.

4.2 Response rate

The target population was thirty (30) respondents in selected from all the three retails shoe companies in Nairobi Central district.

Table 4.1 Response rate

Questionnaires	Frequency	Percent
Completed	24	80.0
Uncompleted	6	20.0
Total targeted population	30	100.0

However, the duly completed and returned questionnaires were twenty four (24) which converts to 80% response rate. According to Mugenda and Mugenda (2003) 50% response rate is adequate for analysis in descriptive study. This is further supported by Creswell (2003) who provides guidance that a 40% response rate is adequate.

4.1.2 Types of respondent

The researcher collected data from both marketing management and sales staff who the persons were relating to the customers directly in all the three retail shoe companies.

Table 4.2 Type of respondent

Functional demartment	Frequency	Percent
marketing management	7	29.2
sales staff	17	70.8
Total	24	100.0

4.3 Descriptive analysis

This section consists of information that describes basic characteristics such as age, education level of the respondents.

4.3.1 Age

The study further wanted to establish the distribution age of marketing management and sales staff aged at higher echelons. Table 4.3 shows the distribution of the respondents according to their ages.

Table 4.3 Respondents Age

Age bracket	Frequency	Percent
18-28years	4	16.7
29-39 years	12	50.0
40-49 years	5	20.8
49-59 years	3	12.5
Total	24	100.0

The respondents were of varied ages and the distribution of their ages is as shown on the graph below. Generally it can be seen that there is no major age imbalances among the respondents since the range between the largest employed age group (50.0%) and the smallest (16.7%) is small that is, 10%. Further from the table we observe that the majority of respondents are between ages 29-39 years meaning they are able to deal with a variety and large number of customers in their retail shoe companies

4.2.2 Level of education

People study in order to add value to the services they can offer. The higher the level of education usually implies that the compensation for their work will also be greater. It is important therefore to have an understanding of how the employees under study vary by education.

Table 4.4 Level of education

Education	Frequency	Percent
Secondary	4	16.7
Certificate	1	4.2
Diploma	4	16.7
Undergraduate	14	58.3
Postgraduate	1	4.2
Total	24	100.0

The table 4.4 below represents the level of education of employees in the marketing management and sales staff in three retail shoe companies. Based on the results 62.5% of the respondents are school graduates. While 20.9% are certificate and diploma graduates with the remaining 16.7% being secondary graduates.

4.4 Findings of Study Variables

4.4.1 Brand knowledge through personal selling

The study sought to establish the influence of brand knowledge through personal selling. The result of the analysis on factors associated with brand knowledge and how it influences personal selling in retail shoe companies in Nairobi central district are sated in table 4.3 below.

4.4.1.1 Customers on average do interact with every day

The researcher sort to find out the number of customers marketing management and sales staff relate with on daily bases.

Table 4.5 Customers on Average Do Interact With Every Day

	Frequency	Percent
0-10 customers	3	12.5
10-20 customers	3	12.5
20-30 customers	8	33.3
30 or more customers	10	41.7
Total	24	100.0

From table 4.5 that indicates customers both interacted with marketing management and sales staff daily it is clear that on average they attend to more than 30 customers that is 41.7%.

4.4.1.2 Customers devote time with complete sales

Table 4.6 Customers devote time with complete sales

Proportion of time	Frequency	Percent
10-30%	6	25.0
30-50%	3	12.5
50-70%	5	20.8
70-100%	10	41.7
Total	24	100.0

Given that all the three companies emphasizes on personal selling thus most of the customers attended to on daily basis end up completing the sales. Clear indication of the effective ness of personal selling on brand performance from the data.

The Likert type scale employed in measuring variable was:

1= strongly disagree, 2 = disagree, 3 = Neutral 4= agree and 5= strongly agree. The responses were used in the interpretation of each of the variables under the study.

Table 4.7 Brand Knowledge

	N	Min.	Max.	Mean	Std. Dev.
Our products were performing dismally in the market	24	1.00	2.00	1.2500	.44233
It was necessary to repackage the image of our products	24	1.00	5.00	1.5833	.97431
Brand consultants were instrumental in repackaging our products	24	1.00	3.00	1.4583	.58823
The repackaging involved using names and images that the clients would easily identify with	24	1.00	4.00	1.6667	.91683
Through our brands product information can be well conveyed by our sales staff	24	1.00	3.00	1.6667	.70196
There is also a change of colours for easier identification	24	1.00	4.00	1.9167	.92861
Our sales staff is trained on handling the new products	24	1.00	5.00	1.8333	1.09014

The table 4.7 was used by the researcher to find out influence of brand knowledge on personal selling it was disagreed that our products were performing dismally in the market mean of (1.25) and it was necessary to repackage the image of our products that was strongly agreed upon by both the marketing management and sales staff mean of (1.58). With a mean of (1.45) neutral need for brand consultants were instrumental in repackaging our products. The repackaging involved using names and images that the clients would easily identify and through our brands product information can be well conveyed by our sales staff had mean of (1.6667) respectively. The change of colours for easier identification and our sales staff is trained on handling the new products agreed and strongly agreed major contributors of brand knowledge with mean of (1.9167) and (1.8333) respectively. The researcher therefore deduced that brand knowledge influences personal selling in retail shoe companies in Nairobi central district.

4.4.2 Communication

The study sought to establish the influence of communication through personal selling as the second objective in the research. The result of the analysis on factors associated with communication and how it influences personal selling in retail shoe companies in Nairobi central district are stated in table 4.8 below.

Table 4.8 Communication in personal selling

	N	Min.	Max.	Mean	Std. Dev.
Our sales staff have been trained well to communicate the brand	24	1.00	5.00	1.5833	.92861
Through personal selling we are able to obtain customers appreciation	24	1.00	4.00	1.7917	.93153
Personal selling has also enabled us to track the changes in the market concerning the brand	24	1.00	5.00	1.8750	.99181
Customers obtain detailed information about the shoes purchasing second pair of shoe.	24	1.00	4.00	1.7083	.85867

The response to the brand image has been encouraging leading to customer loyalty.	24	1.00	5.00	1.7500	1.07339
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From the research findings from table 4.8 it is clear that it was strongly agreed by both marketing management and sales staff our sales staff have been trained well to communicate the brand (1.5833) and personal selling has also enabled us to track the changes in the market concerning the brand(1.8750). They also agreed that through personal selling we are able to obtain customers appreciation (1.7917); customers obtain detailed information about the shoes purchasing second pair of shoe (1.7083). It was strongly agreed by response to the brand image was encouraging lead to customer loyalty (1.7500).The researcher therefore deduced that communication influences personal selling in retail shoe companies in Nairobi central district.

4.4.3 Interaction time

The study sought to establish the influence of interaction time through personal selling as the third objective in the research. The result of the analysis on factors associated with interaction and how it influences personal selling in retail shoe companies in Nairobi central district are stated in table 4.9 below.

Table 4.9 Interaction time

	N	Min.	Max.	Mean	Std. Dev.
Through personal selling our staff have been able to interact more with the customers	24	1.00	3.00	1.4167	.65386
Our branded products are easy to identify with because of appearance and personal selling	24	1.00	3.00	1.5000	.72232
Through better interaction afforded by personal selling branded products are often much easier to sell	24	1.00	4.00	1.5833	.82970
Our staff have been successfully trained to handle the customers within a short time	24	1.00	3.00	1.4583	.72106
Through personal selling we are able to spend more time with the customers	24	1.00	5.00	1.6250	1.17260

From the findings on table 4.9 it was strongly agreed that through better interaction afforded by personal selling branded products are often much easier to sell(1.5833) and are able to spend more time with the customers(1.6250). While it was agreed that our staff have been successfully trained to handle the customers within a short time (1.4583) and this has resulted to our staff have been able to interact more with the customers (1.4167). Our branded products are easy to identify with because of appearance and personal selling (1.5000). The researcher therefore deduced that interaction time influences personal selling in retail shoe companies in Nairobi central district.

4.4.4 Relationship Building

The study sought to establish the influence of relationship building through personal selling. The result of the analysis on factors associated with relationship building and how it influences personal selling in retail shoe companies in Nairobi central district are sated in table 4.10 below.

Table 4.10 Relationship Building

	N	Min.	Max.	Mean	Std. Dev.
Our staff are motivated by the new brand	24	1.00	2.00	1.0833	.28233
Our clients like our new brand	24	1.00	3.00	1.2083	.58823
The changed product image has enabled our staff to serve clients better as they are able to sort them out faster	24	1.00	3.00	1.2083	.50898
Our staff have been successfully trained to handle the rebranded products	24	1.00	3.00	1.3750	.64690
The branded products are encouraging much loyalty from our customers	24	1.00	3.00	1.2083	.58823

From the above findings of table 4.10 both marketing management and sales staff agreed that Our clients like our new brand (1.2083), the changed product image has enabled our staff to serve clients better as they are able to sort them out faster (1.2083), our staff have been successfully trained to handle the rebranded products (1.3750) and branded products are encouraged much loyalty from our sales staff and marketing management (0.64690). The researcher found out it was neutral that the staff of the three companies where

motivated by new brand (1.0833). The researcher therefore deduced that relationship building influences personal selling in retail shoe companies in Nairobi central district.

4.4.5 Brand performance

The study sought to establish the influence of brand performance through personal selling. The result of the analysis on factors associated with brand performance and how it influences personal selling in retail shoe companies in Nairobi central district are sated in table 4.11 below.

Table 4.11 Brand performance

	N	Min.	Max.	Mean	Std. Dev.
High performance leads to complete sales	24	1.00	2.00	1.0833	.28233
Brand performance leads to customer satisfaction	24	1.00	2.00	1.1250	.33783
Customer appreciation leading to thank you and tips	24	1.00	3.00	1.3333	.56466
Customers registered for customer loyalty of the product	24	1.00	3.00	1.5833	.71728
Consumers are aware of the brand	24	1.00	2.00	1.0833	.28233
Consumers recognize the brand and know what it offers versus competitors	24	1.00	3.00	1.5000	.78019
We have seen a favourable returns on investment on our branding exercise	24	1.00	2.00	1.0833	.28233
type of respondent	24	1.00	2.00	1.7083	.46431

The researcher therefore deduced that brand performance was influenced personal selling in retail shoe companies in Nairobi central district.

4.5 Correlation Analysis

Inferential analysis is used to determine whether there is a relationship between an intervention and an outcome, as well as the strength of that relationship. It uses statistical test to see if a pattern observed is just due to chance or is due to the program or intervention effects. This section shows how the researcher with came up with relevant inferences in line with the study objectives. This section presents and discusses findings resulting from correlation analysis involving brand knowledge, communication,

interaction time, and relationship building how influence brand performance in retail shoe companies in Nairobi Central district.

4.5.1 Brand knowledge through personal selling

The respondents' rating in the statements related to brand knowledge were cumulated to obtain a composite score for brand knowledge and its influence on personal selling. The total scores were then used to compute the Pearson's correlation coefficient to establish whether there was relationship between brand knowledge and personal selling in retail shoe companies in Nairobi central district. The finding of the correlation analysis are shown in table 4.12

Table 4.12 Influence of Brand knowledge through personal selling on Brand performance

		Brand performance	Brand knowledge through personal selling
Brand performance	Pearson Correlation	1	.680**
	Sig. (2-tailed)		.003
	N	24	24

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

From the correlation analysis shown in table 4.12 it was established that there was a fairly strong positive relationship between brand knowledge and personal selling at retail shoe companies in Nairobi central district ($r=0.680$). The correlation was significant at the level of 0.05. Although the correlation was fairly strong, the positive nature of the relationship implies that higher levels of personal selling can be associated with availability of adequate brand knowledge. Based on the findings, the study concluded that there was significant relationship between brand knowledge and personal selling

4.5.2 Communication in personal selling

The respondents' rating in the statements related to communication was cumulated to obtain a composite score for communication and its influence on personal selling. The total scores were then used to compute the Pearson's correlation coefficient to establish

whether there was relationship between communication and personal selling in retail shoe companies in Nairobi central district. The finding of the correlation analysis were as depicted in table 4.13

Table 4.13 Influence of Communication in personal selling on Brand performance

		Brand performance	Communication in personal selling
D	Pearson Correlation	1	.155**
	Sig. (2-tailed)		.008
	N	24	24

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

From the correlation analysis it was established that there was a fairly weak positive relationship between communication in personal selling on brand performance ($r=0.155$). The weak positive relationship implies that high levels of brand performance at retail shoe companies can be associated to some extent to the personal selling used by the companies. Based on these findings, the study concluded that there was a significant relationship between personal selling and brand performance.

4.4.3 Interaction time in personal selling

The respondents' ratings in the statements related to interaction time were cumulated to obtain a composite score for interaction time and its influence on personal selling. The total scores were then used to compute the pearson's correlation coefficient to establish whether there was relationship between interaction time and personal selling in retail shoe companies in Nairobi central district. The finding of the correlation analysis are shown in table 4.14

Table 4.14 Influence of Interaction time in personal selling on Brand performance

		Brand performance	Personal selling
Brand performance	Pearson Correlation	1	.655**
	Sig. (2-tailed)		.030
	N	24	24

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

From the correlation analysis shown in table 4.14 it was established that there was a fairly strong positive relationship between interaction time and personal selling at retail shoe companies in Nairobi central district ($r=0.655$). The correlation was significant at the level of 0.05. Although the correlation was fairly strong, the positive nature of the relationship implies that higher levels of personal selling can be associated with availability of adequate interaction time. Based on the findings, the study concluded that there was significant relationship between interaction time and personal selling.

4.5.4 Relationship Building

The respondents' rating in the statements related to relationship building was cumulated to obtain a composite score for relationship building and its influence on personal selling. The total scores were then used to compute the Pearson's correlation coefficient to establish whether there was relationship between relationship building and personal selling in retail shoe companies in Nairobi central district. The finding of the correlation analysis were as depicted in table 4.15

Table 4.15 Influence of Relationship Building on Brand performance

		Brand	
		performance	Relationship Building
Brand performance	Pearson	1	.702**
	Correlation		
	Sig. (2-tailed)		.004
	N	24	24

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

From the correlation analysis shown in table 4.13 it was established that there was a fairly strong positive relationship between relationship building and personal selling at retail shoe companies in Nairobi central district ($r=0.702$). The correlation was significant at the level of 0.05. Although the correlation was fairly strong, the positive nature of the relationship implies that higher levels of personal selling can be associated with

availability of adequate relationship building. Based on the findings, the study concluded that there was significant relationship between relationship building and personal selling.

4.6 Regression Analysis

Multivariate regression analysis was used to determine the significance of the relationship between the dependent variable and all independent variable pooled together. This analysis was used to answer the questions; how do the independent variables influence the dependent variable collectively; to what extent does each independent variable affect dependent variable in such a collective set-up, and; which are the more significant factors? Table 4.16 gives the model summary of the multiple linear regressions.

4.6.1 Regression Model Summary

The study carried out a regression how the researcher came up with relevant inferences in line with the study objectives. The section presents and discusses findings resulting from regression analysis of the study variables.

Table 4.16 Multiples linear regression model summaries

Model	R	R Square	Adjusted Square	R	Std. Error of the Estimate
1	.889 ^a	.790	.731		.299

a. Predictors: (Constant), Brand knowledge, Communication, Interaction Time, Building relationship

b. Dependent Variable: Brand performance

The R² the coefficient of determination shows variability in dependent variable explained by the variability in independent variables. These values tell us how influence of brand performance in retail shoe companies can be explained by brand knowledge, communication, interaction time and relationship building. The R² value of 0.790 implies that 79.0% of the variations in the influence of brand performance in retail shoe companies in Nairobi central district can be explained by the variations in independent variables. This therefore means that other factors not studied in this study contribute to 21.0% of the influence of personal selling in brand performance.

Table 4.17 Regression Model

Model	Unstandardized Coefficients		Standardized Coefficients Beta	Sig.
	B	Std. Error		
(Constant)	1.898	.334		.000
Brand knowledge	.085	.068	.152	.028
Communication	.132	.074	.233	.017
Interaction Time	.146	.056	.160	.043
Building relationship	.171	.066	.173	.011

a. Dependent Variable: Brand performance

From the regression model in Table 4.16, the regression equation was obtained. Using the unstandardized beta coefficients, the following regression equation was developed.

$$Y = 1.898 + 0.085X_1 + 0.132X_2 + 0.146X_3 + 0.171X_4 + \epsilon$$

From the full regression model, the beta values were obtained which explain the regression equation. The standardized beta coefficients give a measure of influence of each variable to the model. Regarding the influence of factors affecting performance, the study revealed that building relationship had the greatest influence on brand performance ($\beta=.171$), followed by interaction time ($\beta=.146$), while the least influence on brand performance was brand knowledge ($\beta=.085$).

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

In this chapter the researcher presents key findings of his study, makes conclusions based on the findings and suggests areas of action from the findings. The researcher also points out the gaps in the study that need further research to be filled.

5.2 Summary

The main focus for the researcher was influence of personal selling on brand performance on retail shoe companies in Nairobi central district. There are a number of studies done earlier concerned with influence of personal selling on brand performance but none has concentrated on retail shoe companies in Kenya. The study therefore sought to fill this gap. The study established that brand performance is influenced by personal selling in knowledge of brand performance, communication, interaction time and relationship building.

5.2.1 Influence of brand knowledge on personal selling

The study established that there was used by the researcher to find out influence of brand knowledge on personal selling it was disagreed that our products were performing dismally in the market mean of (1.25) and it was necessary to repackage the image of our products that was strongly agreed upon by both the marketing management and sales staff mean of (1.58). With a mean of (1.45) neutral need for brand consultants were instrumental in repackaging our products. The repackaging involved using names and images that the clients would easily identify and through our brands product information can be well conveyed by our sales staff had mean of (1.6667) respectively. The change of colours for easier identification and our sales staff is trained on handling the new products agreed and strongly agreed major contributors of brand knowledge with mean of (1.9167) and (1.8333) respectively. The researcher therefore deduced that brand knowledge influences personal selling in retail shoe companies in Nairobi central district.

5.2.2 Influence of Communication on personal selling

It was strongly agreed by both marketing management and sales staff our sales staff have been trained well to communicate the brand (1.5833) and personal selling has also enabled us to track the changes in the market concerning the brand (1.8750). They also agreed that through personal selling we are able to obtain customers appreciation (1.7917); customers obtain detailed information about the shoes purchasing second pair of shoe (1.7083). It was strongly agreed by response to the brand image was encouraging lead to customer loyalty (1.7500). The researcher therefore deduced that communication influences personal selling in retail shoe companies in Nairobi central district.

5.2.3 Influence of Interaction time on personal selling

The study established that through better interaction afforded by personal selling branded products are often much easier to sell (1.5833) and are able to spend more time with the customers (1.6250). While it was agreed that our staff have been successfully trained to handle the customers within a short time (1.4583) and this has resulted to our staff have been able to interact more with the customers (1.4167). Our branded products are easy to identify with because of appearance and personal selling (1.5000). The researcher therefore deduced that interaction time influences personal selling in retail shoe companies in Nairobi central district.

5.2.4 Influence of relationship building on personal selling

The study established that our clients like our new brand (1.2083), the changed product image has enabled our staff to serve clients better as they are able to sort them out faster (1.2083), our staff have been successfully trained to handle the rebranded products (1.3750) and branded products are encouraged much loyalty from our sales staff and marketing management (0.64690). The researcher found out it was neutral that the staff of the three companies were motivated by new brand (1.0833). The researcher therefore deduced that relationship building influences personal selling in retail shoe companies in Nairobi central district.

5.3 Conclusions

Based on the findings of the study, researcher has drawn several conclusions which are presented in this section following the order of the objectives of the study.

5.3.1 Influence of brand knowledge on personal selling

The researcher to find out influence of brand knowledge on personal selling it was strongly agreed that our products were performing dismally in the market and it was necessary to repackage the image of our products that was agreed upon by both the marketing management and sales staff. Kaikati (2003) suggest that re-branding consists of rebranding, re-structuring and re-positioning, but does not define any of these. Muzellec *et al.*, (2003), on the other hand, suggest that rebranding consists of re-positioning, re-naming, redesigning and re-launching. Re-positioning is often considered as an objective-setting phase (Daly and Moloney, 2003) where decisions are taken to try to create a radically new position in the minds of its customers, competitors and other stakeholders (Kotler and Keller, 2006; Keller, 2008).

5.3.2 Influence of Communication on personal selling

Marketing management and sales staff our sales staff have been trained well to communicate the brand and personal selling has also enabled us to track the changes in the market concerning brand. They also agreed that through personal selling we are able to obtain customers appreciation; customers obtain detailed information about the shoes purchasing second pair of shoe. According to (Kerin, 2009), personal selling is the two way flow of communication between a buyer and a seller, designed to influence a person's or group's purchase decision. According to (Perreault, 2005) the importance of personal selling is that the clients can get more attention than advertisement or a display. The sales person can adjust what they say or do to the prospect's interest, needs, questions, and feedback. The basic parts of a firm's promotional efforts are personal selling, advertising publicity and sales promotions. With increasingly fragmented markets, the role of personal selling becomes more and more important and is therefore a critical component of marketing success. Personal selling message have the potential to

be more persuasive than advertising or publicity due to face to face communication with customers (Jaramillo2002).

5.3.3 Influence of Interaction time on personal selling

It was strongly agreed that through better interaction afforded by personal selling branded products are often much easier to sell and are able to spend more time with the customers. While it was agreed that our staff have been successfully trained to handle the customers within a short time and this has resulted to our staff have been able to interact more with the customers. Futrell (2006) argues that adding the adverb ‘unselfishly’ makes a difference to how the salesperson looks at selling and indicates caring for customers and serving or helping without expecting anything in return. Ingram, (2008) advocates a shift in the approach to selling salespeople used to perform sales pitches in the past but have moved towards more of a collaborative dialogue today.

5.3.4 Influence of brand knowledge on personal selling

Marketing management and sales staff agreed that Our clients like our new brand, the changed product image has enabled our staff to serve clients better as they are able to sort them out faster, our staff have been successfully trained to handle the rebranded products and branded products are encouraged much loyalty. Kotler (2009) states that Personal selling allows all kind of relationships to spring up, ranging from matter of fact selling relationships to personal friendship. The effective salesperson keeps the customer’s interest at heart in order brings a long-term relationship. Finally, with personal selling, the buyer usually feels a greater need to listen and response is a polite “no thanks you”. These unique qualities come at a cost. A sales force requires a longer-term commitment than does advertising –advertising can be on and off, but sales force size is harder to change. Personal selling is also the company’s most expensive promotion tool, costing companies a lot of money (Dibb et al,2001) for example in the bank the sales people need a car and time to go see a client. Yeshin (2012) further adds that companies that effectively engage in personal selling enhance their performance by way of increasing sales of the company’s products.

5.3.5 Brand performance

A study by (Aliata, 2012) on production industry in Kenya sums up the relationship between personal selling and brand performance. Aliata (2012) found that personal selling significantly related with profits of brands in a positive manner. Personal selling is a form of person to person communication, in which a seller attempts to assist and/or persuade perspective buyer to purchase the company's products and service (Merwe, 2003). Personal selling involves direct contact between buyer and seller, which gives the market communication flexibility. This means that the seller can see or hear the potential buyers' reactions and modify the message.

5.4 Recommendations

After drawing inferences in line with study objectives, the researcher has proposed pertinent recommendations. The recommendations are based on the inferences drawn from the correlation and regression analysis and the conclusions drawn.

5.4.1 It was recommended that adequate and timely personal selling should be encouraged especially for brands of products that are performing dismay in the marketing. Those products in product life cycle that are in decline stage in organization.

5.4.2 It was recommended that organizations should have adequate and competent marketing management and sales team with equipped skills in knowledge of brands, communication skills, interaction and relationship building to all potential and existing customers in the organization.

5.4.3 The study recommended that there should be reward system for sales teams that performs excellently in the organization and customers who make frequent purchases.

5.5 Suggestions for Further Studies

It was recommended that further study should be done in relationship to influence of personal selling brand performance in franchised and non- franchise products.

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APPENDIX 1:

INTRODUCTION LETTER

28th January, 2016

Dear all,

RE: RESEARCH PROJECT

I am a student undertaking a postgraduate course on Business Administration at the Jomo Kenyatta University of Agriculture Science and Technology (JKUAT).

In order to fulfill the degree requirements I am undertaking a research project as part of the

academic regulations towards completion of the course.

This is to kindly request you to assist with data collection. The information that you will provide

will be used exclusively for academic purposes and the confidentiality of the expected responses

is guaranteed.

Your corporation will be highly appreciated.

Yours faithfully,

APPENDIX II:

QUESTIONNAIRE

I am a post graduate student at Jomo Kenyatta University of Agriculture and Technology. I am currently undertaking a research proposal about *influence of personal selling on brand performance a survey of retails shoes companies Nairobi central district* which is a partial requirement in fulfillment for award of my course. The information that will be provided through filling of this questionnaire will be of great value to this study and will be treated with confidentiality.

INSTRUCTIONS:

1. Do not write your name on the questionnaire.
2. Please respond to all the questions accurately and honestly.
3. You should respond by ticking (✓) the appropriate spaces and filling the spaces that have been provided.

SECTION A: General Information

1. Kindly your age bracket

Between 18years and 28 years	()
Between 29 years and 39 years	()
Between 40 years and 49 years	()
Between 49 years and 59 years	()
Above 60 years.....	()

2. Gender

Male ()	Female ()
----------------	------------------

3. Highest level of education attained

- Secondary ()
- Certificate ()
- Diploma ()
- Undergraduate degree ()
- Postgraduate degree ()
- Other (specify) ()

SECTION B: Brand knowledge through personal selling

- a) How many customers on average do u interact with every day?
- b) What percentage of customers u interact with complete sales?

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

	SA	A	N	D	SD
Our products were performing dismally in the market					
It was necessary to repackage the image of our products					
Brand consultants were instrumental in repackaging our products					
The repackaging involved using names and images that the clients would easily identify with					
Through our brands product information can be well					

conveyed by our sales staff					
There is also a change of colours for easier identification					
Our sales staff is trained on handling the new products					

SECTION C: Communication in personal selling influences

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

	SA	A	N	D	SD
Our sales staff have been trained well to communicate the brand					
Through personal selling we are able to obtain customers appreciation					
Personal selling has also enabled us to track the changes in the market concerning the brand					
Customers obtain detailed information about the shoes purchasing second pair of shoe.					
The response to the brand image has been encouraging leading to customer loyalty.					

SECTION D: Interaction time in personal selling

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

	SA	A	N	D	SD
Through personal selling our staff have been able to interact more with the customers					

Our branded products are easy to identify with because of appearance and personal selling					
Through better interaction afforded by personal selling branded products are often much easier to sell					
Our staff have been successfully trained to handle the customers within a short time					
Through personal selling we are able to spend more time with the customers					

SECTION E: Relationship Building

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

	SA	A	N	D	SD
Our staff are motivated by the new brand					
Our clients like our new brand					
The changed product image has enabled our staff to serve clients better as they are able to sort them out faster					
Our staff have been successfully trained to handle the rebranded products					
The branded products are encouraging much loyalty from our customers					

SECTION F: Brand performance

Key: SA=Strongly Agree; A=Agree; N=Neutral; D=Disagree and SD=Strongly Disagree

	SA	A	N	D	SD
High performance leads to complete sales					
Brand performance leads to customer satisfaction					
Customer appreciation leading to thank you and tips					
Customers registered for customer loyalty of the product					
Consumers are aware of the brand					
Consumers recognize the brand and know what it offers versus competitors					
We have seen a favourable returns on investment on our branding exercise					

THANK YOU VERY MUCH FOR YOUR ASSISTANCE AND GOD BLESS YOU