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**Integrated Marketing Communication Strategies and Rebranding of Telkom Kenya**

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## Integrated Marketing Communication Strategies and Rebranding of Telkom Kenya

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### Abstract

**Purpose:** The aim of this study was to establish the effectiveness of integrated marketing communication strategies on rebranding of Telkom Kenya from Orange.

**Methodology:** Questionnaires and interview guides were used to obtain qualitative and quantitative data with most of the quantitative data collected through questionnaires administered to the 80 respondents, representing subscribers. The questionnaires were administered online through Google Forms while one on one interview sessions with the key informants from Telkom Kenya conducted using interviews guides. Collected data was cleaned, coded and entered into the computer for analysis using the Statistical Package for Social Sciences (SPSS) Version 21. The data was analyzed using descriptive and inferential statistical approaches. Qualitative data was analyzed through thematic analysis. Findings were presented in table, graph and narrative text formats.

**Findings:** Key finding was that the joint effect of advertising, sales promotion, direct marketing and other forms of IMC was significant on the success of rebranding in Telkom Kenya. Regression analysis of the variables showed that sales promotion ( $p=.004$ ) and direct marketing ( $p=.028$ ) were significant ( $p<0.05$ ) compared to advertisement whose effect on rebranding was 0.138 i.e.  $p>0.05$ .

### Unique Contribution to Theory, Practice and Policy:

The theory of persuasion may anchor future studies in the telecommunication providers. The study recommends that the telecommunication companies need not only to plan their rebranding but to ensure that they embrace IMC that is driven through application of current information and communication technologies. Collaboration with the government is vital in crafting a regulatory framework that fosters fair competition and supports the telecommunications industry's growth. Engaging in dialogue with regulatory authorities will also help address any potential barriers to the company's rebranding efforts and ensure compliance with relevant policies. Furthermore, the government's involvement in public awareness campaigns can help promote the rebranded Telkom Kenya as a trusted and reliable player in the market. This collaboration could include joint initiatives to expand telecommunication infrastructure, enhance digital literacy, and bridge the digital divide, thereby showcasing Telkom Kenya's commitment to national development goals.

**Keywords:** *Integrated Marketing, Communication Strategies, Rebranding*

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## INTRODUCTION

An organization's branding may take place at three different levels: the corporate, strategic business unit, and product levels. According to Muzellec (2016), branding is the process of coming up with a new name that represents a unique stance in the eyes of stakeholders and a standout identity from rivals. Kapferer (2013) concurred that brand transfer consists of a variety of elements. Hankinson and Lomax (2016) agreed that branding entails change not just in the business's visual identity but also results in substantive change within the organization. Muzellec and Lambkin (2016) improved the concept of branding by defining it as a shift in a company's self-identity or an effort to alter how external stakeholders perceive the business. Many worldwide and local research on company branding have been conducted. A strong brand provides a number of benefits in addition to the attributes of the product (Fionda & Moore, 2009). Rebranding so seeks to reposition, revive, or renew a company's image.

Rebranding, according to Daly and Moloney (2005), involves modifying both the actual and intangible components of a brand. Rebranding attempts to recreate this brand identity as opposed to branding, which primarily develops a brand re-identification. The words "rebrand" and "re" are combined to form the phrase. When a verb begins with the prefix "re," it denotes "again" or "new," suggesting that the action is repeated two, three, or even four times. Rebranding, according to Shukla, Joshi, and Vyas (2014), is a strategy that entails updating a current brand's name, purpose, vision, and values (Mwangi, 2019). Rebranding is also the process of changing a company brand from one that already exists to a new one (Merrilees, 2008). This can include changing the brand in a number of ways. The rebranding improves operational efficiency in addition to raising brand value.

Researchers have studied the effects of rebranding on customer satisfaction and the ensuing financial success in hotels both domestically and abroad. One such researcher is Huang (2015). According to the survey, hotel reservations and occupancy rose noticeably following rebranding. Schmitt and Simonson (2010) examined the impact of the internet on branding in Europe and discovered that branding and awareness continue to be an important basis among online retailers. These studies placed a greater emphasis on achieving financial success through customer happiness. Zhang and Schmitt (2011) conducted study on the effect of name changes on Malaysian firms around the time of announcement and discovered that, unless a restructuring plan was included, a company name change had no effect on stock returns on the announcement day.

Muzellec and Lambkin (2013) conducted research on the impact of rebranding on consumer decisions in Nigeria. According to the study's advice, the firm should concentrate on its name, the type of packaging it uses, and how it integrates its brand name and mark as crucial components of branding. Locally, Makena (2014) examined the rebranding and performance of savings and credit cooperatives in Meru County, Kenya, and found that the SACCOs in the area had successfully used it to boost their reputation and market share. In their 2013 study on Kenya Power and Lighting Company's rebranding and customer loyalty, Nyambane and Ezekiel found a positive correlation between the two. The survey also showed that rebranding had only slightly enhanced the company's reputation. The success of Accenture, a major worldwide consulting firm that reinvented itself through rebranding, restructuring, and repositioning, is highlighted in Kaikai (2013).

IMC refers to the purposeful coordination of all marketing communications and the setting up of communication channels with clients or other important intended (external and internal)

audiences. IMC is defined as client-centric, data-driven engagement with the consumer (Naeem, 2013). As a result, it is a tactic for influencing consumers' decision-making processes in which the pertinent audience seamlessly gets persuasive and consistent branding information. Understanding the importance of integrated marketing communications (IMC), which has become a hot issue in the academic and advertising sectors, has grown more and more important in recent years. IMC is a technique for developing a simplified and uniform experience for clients that deal with a business or brand. Using a range of channels, techniques, activities, media, and methods, this strategy attempts to integrate multiple marketing communication components, including sales promotion, public relations, direct marketing, advertising, and social media (Mudzanani, 2015).

Shafiulla and Babu (2014) claim that one reason why global integrated marketing communication has become necessary is the decreased cost of acquiring market datasets. With the development of international information and communication technology, accessing, storing, and retrieving import market datasets has become more affordable. Kliatchko and Schultz (2014) claim that to provide comprehensive marketing services, public relations, advertising, and sales promotion companies from across the world have amalgamated or cooperated. Since organizations that specialize in certain areas are co-opted as a strategy to improve the outcomes of marketing processes, this approach has increased competitiveness in the global marketing industry.

According to a study Kallmeyer and Abratt (2009) on organizational change across agencies and views of IMC in Africa, the usage of IMC influences the implementation of successful marketing strategies that result in an increase in sales income. However, promotion strategies that do not incorporate a contemporary IT idea do not help to draw in and keep a large number of consumers, which has a negative impact on marketing of goods and services. Long-distance marketing of communication services is made possible by promotional techniques including short message service advertising and internet marketing. It is now more difficult for businesses in the same sector to gain a sizable market share in the target market as a consequence of the use of information technology to access a large market share in diverse industries.

Branding is important for advertising, marketing, and publicizing an organization. As a consequence, it still ranks as one of the best strategic tools for putting goods and services in consumers' thoughts. Any sort of business, whether it offers products or services, has to have a strong brand. It also applies to people in commercial organizations due to its effectiveness and major contributions to attaining set goals and objectives. Marketers attempt to ascertain what consumers desire. By creating a product that satisfies their needs, they convey this knowledge to the company. It is then the responsibility of the marketing division to inform clients of the benefits of the product and how it stands out from the competitors (Moore, 2009).

### **Statement of the Problem**

The IMC has experienced enormous growth globally and understanding IMC's conceptual and strategic implications has become an increasingly relevant topic in both the academic and advertising worlds over the last decade. Rebranding is a necessary activity in an organization as it is expected that it will improve market share and profitability for a company. However, it has not been fully analyzed from the perspective of customers, particularly in the telecommunications sector. In the rebranding process of different organizations, IMC has been underutilized (Mwangi, 2019). Given that customers make the ultimate decision and have the

greatest impact, evaluating the impact of IMC and consumer 's attitude on rebranding is critical.

Huang (2014) did a study on the impact of branding on guest satisfaction and financial performance in the hotel industry in Singapore and found branding increased hotel occupancy and reservation. However, the study did not explore the strategies the hotel employed during rebranding. A study conducted by Tsikirayi, Muchenje and Katsidzira (2009) on the impact of integrated marketing communications mix (IMCM) in small to medium enterprises (SMEs) in Zimbabwe. The IMC in this study was looked into as a marketing tool rather as a strategy as this study will investigate. In Kenya, Munyoki (2016) did a study on the effectiveness of rebranding as a brand strategy, in the credit card sector in Kenya. This study did not explore IMC as a strategy, it focused on co-rebranding rather than the entire rebranding of the company.

In Kenya we have three established Telecommunication companies; namely Safaricom, Airtel and Telkom. In the last decade Telcos have continuously embraced IMC and have formulated and implemented strategies for both corporate and brand communication. These three telecommunication companies have at one point or the other in the past decade rebranded and employed IMC during the rebranding and transitioning to their new brands. Ghai (2008) study notes that most of the opportunities are untapped due to lack of effective marketing campaigns. Therefore, this study sought to fill the existing gaps by looking at the effectiveness of integrated marketing communication strategies on rebranding of telecommunication companies.

## **LITERATURE REVIEW**

### **Theoretical Review**

#### **Theory of Persuasion**

Persuasion is characterized as 'changing one's attitude through hearing information from others' in the definition of mass media. Each year, billions of dollars are spent globally in an effort to influence people's opinions about political candidates, consumer goods, health and safety procedures, and charitable causes. Carl Hovland created this field of study in 1950. According to the hypothesis, an advertisement would be more convincing if it helps viewers learn and remember more (Wachira, 2018). It is a theory of mass communication that deals with communications intended to alter the perceptions of the audience (Radakovic, 2010). Persuasion is the process through which people use messages to influence other people. Data is frequently used in persuasion to persuade the recipient to make a decision. Three distinct persuasive outcomes are the goals of persuasive communication. According to Bolatio (2012), these consequences include altering, bolstering, and directing reactions. The use of responses enables the inclusion of new categories of potential persuasive outcomes, such as the alteration, reinforcement, and reshaping of emotions, perceptions, and actions. In light of this defense, Stiff (2003) asserts that only purposeful action qualifies as persuasive activity. They go on to say that persuasive communication should not necessarily be done with the purpose of influencing others' responses. Miller (1980) contends that persuasive strategies do not always have to change people's views and instead employs reactions rather than attitudes in connection to the various persuasive impacts. Numerous advertising ideas have significant consequences, some of which are illogical. However, both novices and specialists may create more convincing advertising by comprehending evidence-based ideas. It will aid in the development of positive long-term relationships between sellers and buyers and assist advertisers in understanding the difficulties that their advertising agency confront.

The premise behind persuasive advertising is that the buyer fully comprehends the fundamentals of the product and only needs to be persuaded of its desirability and the advantages that distinguish it from the competition (Tatum, 2003). It's crucial to keep in mind that persuasive advertising does not guarantee that the outcome depicted in the advertisement will occur as soon as the client utilizes the provided goods. The goal is to give the buyer the impression that there is a strong probability they will receive a benefit similar to what is represented in the print or television advertisement. Some instances of persuading advertising even contain a disclaimer stating that the scenario shown in the advertisement is only an example and not the only conclusion that may occur. This strategy is frequently applied in law company advertising, with the disclaimer noting that the advertisement does not necessarily indicate that the services offered by the business are superior to those offered by rival legal companies (Tatum, 2003).

The use of targeted advantages in advertising is one of the most successful strategies for persuasion. The intention is to demonstrate that a particular product offers that advantage in a way that is challenging to get elsewhere, even while those same benefits may also be available with rival goods (Tatum, 2003). The most prevalent persuasive effect—and perhaps the one with the greatest persuasive impact—is changing reactions. Individuals' preexisting preferences are taken into account while creating messages to reinforce responses. Reinforcing involves message creators attempting to develop messages that align with and support audience members' opinions (Miller, 1980). Even when they feel they don't have the time to prepare such a diet, consumers may feel that it is important for their health to eat a balanced diet. The key selling point for nutrition supply companies may then be that their goods are the ideal complement for a balanced diet.

Making links between the marketed product and a positively viewed thing or person is a typical strategy for molding responses. HRP's are frequently promoted utilizing a well-liked celebrity as a spokesperson, or through celebrity endorsement (Bolaito, 2012), in order to relate to the topic of interest. To summarize, there are three main persuasive outcomes that may be attained by persuasive communication: modifying, reinforcing, and influencing reactions. As it is implied that these are the persuasive tactics that consumers react to most strongly, persuasive communication that actively seeks to accomplish any of these three impacts will be of additional attention in this study. The hope is that doing this will make it easier to grasp how using them might make it more likely that the intended persuasive impact will be achieved.

### **Empirical Review**

Advertising is a means of informing the consumer about a good or service. To spread the message, a number of media platforms are employed, including radio, television, magazines, journals, newspapers, the internet, etc. It's a technique for marketing communication that is used to persuade or trick an audience into acting. Above-the-line (ATL) and below-the-line (BTL) advertising comprise the majority of marketing initiatives. With an emphasis on mass media promotion, above-the-line advertising is collaborating (Wachira 2018). The target market for this type of advertising is a sizable one. Billboards, print media, radio, and television are all used. Conversely, below-the-line advertising concentrates on a narrow, targeted demographic. Its marketing initiatives include employ sponsorship, direct mail, email advertising, and brochures and flyers. Kumar (2013) defines marketing as a type of correspondence that is offered to persuade a group of people to buy or take some action upon goods or information in their study on the impact of advertising in consumer decision making.

In today's society, digital marketing and mass media are everywhere. Advertising is regarded as having the most effect on the audience of all promotion techniques since it influences potential customers' minds to make plausible purchasing decisions.

Any marketing method known as "direct marketing" relies on speaking with or giving products directly to consumers rather than through a middleman. In his study of direct and database marketing and customer relationships, Tapp (2008) defines direct marketing as a method for attracting and retaining customers by offering a framework for the analysis of specific customer information, the development of a strategy, and the implementation of that strategy in a way that encourages direct customer response. Bello (2011) argued that direct marketing is the use of shopper guide channels to reach and transmit goods to the customer without using advertising agents in their study of the impact of transmission of problematic sexual material in TV shows and ads. These channels include conventional mail, directories, telemarketing, television, booth locations, and mobile phones. It consists of direct interactions with meticulously targeted customers in order to get a speedy response and establish long-lasting client relationships. Advertisers usually base their discussions with customers on a fair, logical assumption. They customize their market sales and correspondences to the needs of ill-defined sectors or even buyers by using point-by-point databases.

Vecchio (2006) reports the findings of a study that used meta-analysis to demonstrate how offers affect consumers' decision-making. When case results were merged, they showed that the offers had no effect on subsequent purchases. There was proof, nevertheless, that the discounts may alter consumers' preferences for a certain brand. In their study on consumers' behavioral responses to sales promotions and the impact of the fear of seeming foolish, Ndubisi, Oly, Nelson, Moi, Tung, and Chiew (2005) evaluated the impact of incentives such as coupons, free samples, prize packs, and in-store demonstrations on customers' behavior while trying out new products and making repeat purchases. The study's findings demonstrate the relationship between item trials and discounts, free samples, extra packs, and in-store displays. Voucher has no significant impact on the tested items. The exam affects repurchase and also interferes with the link between the advancement of offers and repurchase. The link between in-store items and tested goods is governed by fear of looking foolish.

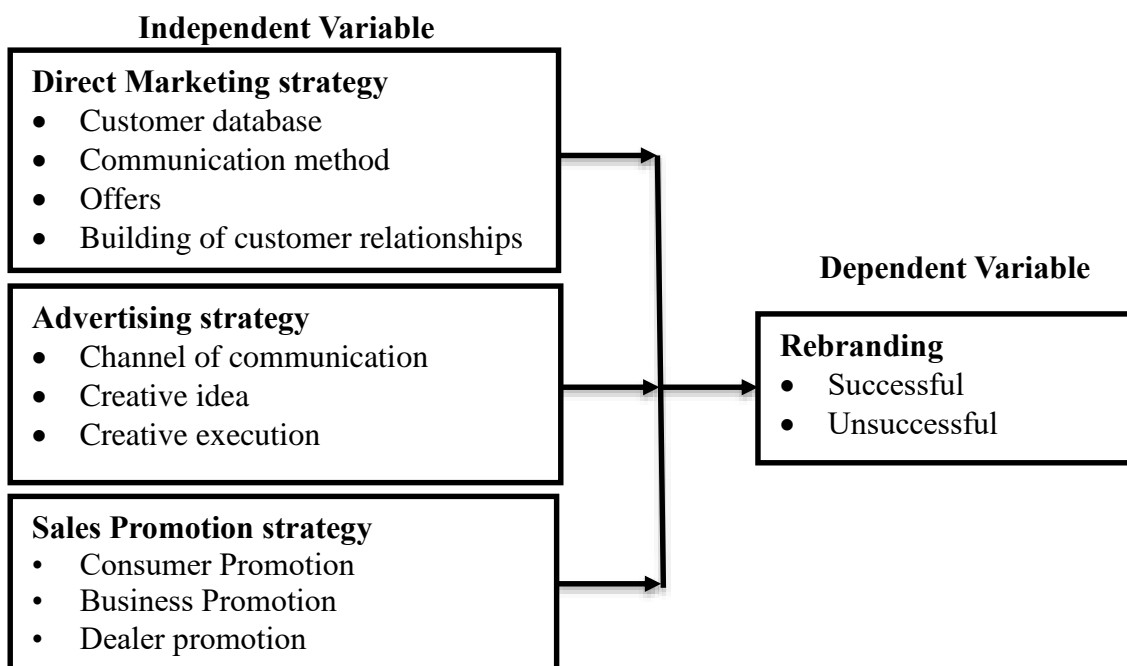
The rebranding activities are carried out in a certain order as well. The first phase involves changing marketing appearances or activity (Merrilees, 2008). The organization's judgment about what to modify and how much change is necessary determines the extent of the rebranding. This could entail a total rebranding or only a new name, tagline, or logo. The choice of whether or not to alter the brand's market positioning is made at the second stage of the rebranding process. This can be required if a business wants to reinvent its brand. However, Le, Cheng, Kuntjara, and Lin (2014) assert that repositioning plays a big role in many rebranding projects because the majority of changes made to the current brand are intended to alter the company's perception.

An IMC strategy's main goal is to give customers a seamless experience across all elements of the marketing mix. The integrated marketing communication concept, which was initially developed by advertising agencies, was later endorsed by marketing communication, public relations, and the newly emerging field of company identity management circles (Jooyoung, 2003). Fam (2000) also stated that integrated marketing communication is a crucial promotion concept that both the advertising industry and marketer have had to deal with recently. He also stressed that integrated marketing communication, which had initially been seen as nothing

more than a rumor, has been seen as being adopted by many marketers and advertising agencies based on the findings of recent studies.

### Conceptual Framework

A conceptual framework is a concise description of the phenomenon under study showing a demonstration of the major variables of the study. Young (2009) states that a conceptual framework is a diagrammatical representation that shows the relationship between a dependent variable and independent variables. This study was conceptualized as illustrated below.



### Summary of Gaps in Literature

The majority of research have examined individual marketing methods but not the combination of all integrated marketing strategies, which include direct marketing, sales promotion, and advertising. Rebranding and integrated marketing communication have not been the subject of many studies. The majority of research have examined how certain tools affect various other factors, such as how IMC impacts customer behavior, business image, and organizational performance. None of the previous research have conducted a survey, and these investigations have employed sampling.

### METHODOLOGY

Questionnaires and interview guides were used to obtain qualitative and quantitative data with most of the quantitative data collected through questionnaires administered to the 80 respondents, representing subscribers. The questionnaires were administered online through Google Forms while one on one interview sessions with the key informants from Telkom Kenya conducted using interviews guides. Collected data was cleaned, coded and entered into the computer for analysis using the Statistical Package for Social Sciences (SPSS) Version 21. The data was analyzed using descriptive and inferential statistical approaches. Qualitative data was analyzed through thematic analysis. Findings were presented in table, graph and narrative text formats.



## RESULTS

### Demographic Information

#### Age and Gender of Study Population

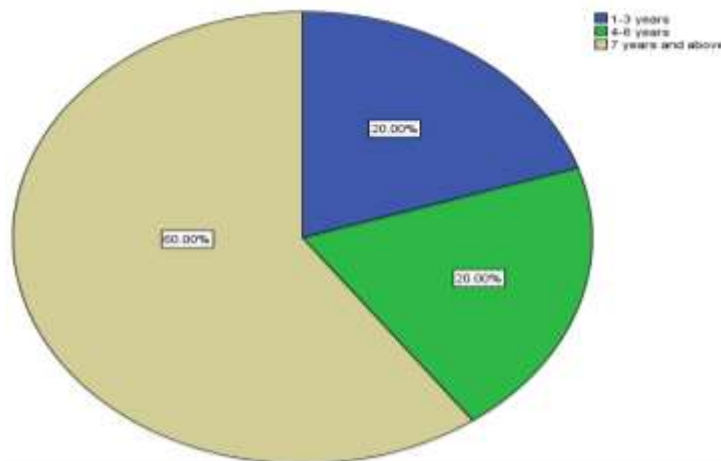
Of the student sample, 50% were male, while the other half (50%) were female. Out of these, 98.4% indicated that they were aged between 18 and 22 years. A minority, at 1.6% was below the age of 18 (Table 1).

**Table 1: Gender-Age Cross tabulation**

		Age		Total	Percent
		Below 18	18 - 22		
Gender	Female	0	32	32	50
	Male	1	31	32	50
Total		1	63	64	100
Percent		1.6	98.4	100	

#### Key Informants' Specialization and Years of Experience

The Key informants, comprising staff Telkom Kenya were drawn from four departments, namely: Digital Media, Public Relations, Advertising and Marketing. 60% of those interviewed had worked for the company for a period of 7 years and more. A representation of managers that had worked for 1 to 3 years and those that had been at Telkom Kenya for between 4 to 6 years was 20% for each category (Figure 2). Duration of over 3 years is sufficient to provide reliable information on the subject matter.



*Figure 1: Key Informants' Years of Experience at Telkom Kenya*

### Descriptive Analysis of the Variables

#### Effectiveness of Advertising Strategy on the Rebranding of Telkom Kenya

A look at the types of advertising platforms accessed by the respondents showed that Instagram and Television, at highest mention of 13.6% each were the most used by the primary target population representing Telkom Kenya mobile subscribers. This was followed by Television at 10.7%, Radio and YouTube ads– 9.6% and Facebook – 9%. The rest, in order of usage were: Posters and Twitter (both at 8.5%), and; Branded T-shirts & Caps (7.3%). 5.1% of the respondents stated that they did not access or use any of the above-mentioned advertising platforms or media (Table 2).

**Table 2: Advertising Platforms Used by Study Population**

Advertising Media	Count	Percent
Branded T-shirts & Caps	13	7.3
Facebook	16	9.0
Instagram	24	13.6
Newspaper	19	10.7
Posters	15	8.5
Radio	17	9.6
Roadshows	8	4.5
Television	24	13.6
Twitter	15	8.5
YouTube Ads	17	9.6
None of the above	9	5.1
<b>Total</b>	<b>177</b>	<b>100.0</b>

Instagram has been cited alongside Snapchat and Tumbler favorites for the younger users who access them for news and entertainment (Reuters Institute for the Study of Journalism, 2015 as cited in Kili & kutto, 2022; Burbules, 2016). From a 5-point Likert scale of 1-5 where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree the students were asked to state the extent of their agreement with the respective statements measuring advertisement through messages, TV and Radio, Outdoors and social media. As shown on Table 3, from the responses, an average mean rate of 3.7575 and standard deviation of 0.858 is deduced. This implies that respondents agreed that advertising was effective on the rebranding of Orange Kenya to Telkom Kenya. Analysis showed that the 4 advertising strategies for rebranding of Telkom Kenya were effective.

This corroborates assertions by Li & Hean (2007) that spending on advertising results in better brand sales and brand profitability. The findings also echo those of Clark et al (2009) whose study results lend empirical support to the view that advertising is generally procompetitive because it disseminates information about the existence, the price, and the attributes of products more widely among consumers. They found that advertising has a significant positive effect on brand awareness.

**Table 3: Descriptive Statistics for Advertising**

Statement	N	Mean	Std. Deviation
The advertisement messages put out by Telkom Kenya makes it easy for one to interact with the brand	64	3.77	.729
Telkom Kenya's TV and Radio adverts add to the brand quality	64	3.70	.937
Outdoor Telkom advertising makes it easy for one to interact with the brand	64	3.75	.992
Telkom Kenya's social media advertising allows their audience to connect and engage with potential customers hence propagating a positive attitude towards brand	64	3.81	.774
<b>Average</b>		<b>3.7575</b>	<b>0.858</b>

From the number of responses, those who indicated that they had used none of the advertising platforms were 14%. The majority, who selected from the ten advertising platforms provided in the data collection tool, were 86% as summarized in table 4.5. The highest group, at 33%, stated that advertisements, through the listed platforms had informed their decision to subscribe to Telkom Kenya. 22% indicated that the advertisements had ‘somewhat’ influenced their

decision to sign up to Telkom Kenya services. Those who had accessed the advertisements but not influenced to take up Telkom Kenya services were 14%. 13% said that the advertisements had very little impact on their decision to subscribe. The question was inapplicable to 8% of the respondents who most likely represented those that had not subscribed to Telkom Kenya.

**Table 4: Influence of Advertisements on Informed Decision to Subscription and Usage of Telkom**

		Did any of the above, inform your decision to subscribe to Telkom Kenya?					Total (%)
		Not at all	Not applicable	Very little	Somewhat	To a Great Extent	
Used (as selected) from advertising platforms	No	8	3	0	3	0	14
	Yes	14	5	13	22	33	86
<b>Total (%)</b>		<b>22</b>	<b>8</b>	<b>13</b>	<b>25</b>	<b>33</b>	<b>100</b>

**Effect of Telkom Kenya’s Advertising on the Business**

A mean rate of 4.00 and standard deviation of 1.225 was deduced from the informants’ responses which were based on 5-point Likert scale of 5 = Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree and 1= Strongly Disagree (Table 7)

**Table 5: Manager’s Extent of Agreement that Advertising has Reduced Seasonal Slump in Business at Telkom Kenya**

Mean	4.00
Std. Deviation	1.225

A standard deviation of 1.225 however shows a high level of disparity, that even though the majority agreed with the statement, a few held a contrary opinion.

**The Effectiveness of Sales Promotion Strategy on the Rebranding from Orange Kenya to Telkom Kenya**

An option to indicate if none of the listed choices applied was availed. From the respondents’ feedback, the analysis showed a 54% occurrence for promotion through offers via SMSs, calls and data bundles. From the other three options, the responses showed a 26.3% interaction with bonus airtime, 10.5% rate for free samples and accessories. Branded merchandise was the least popular at 9.2% as summarized in Figure 3.

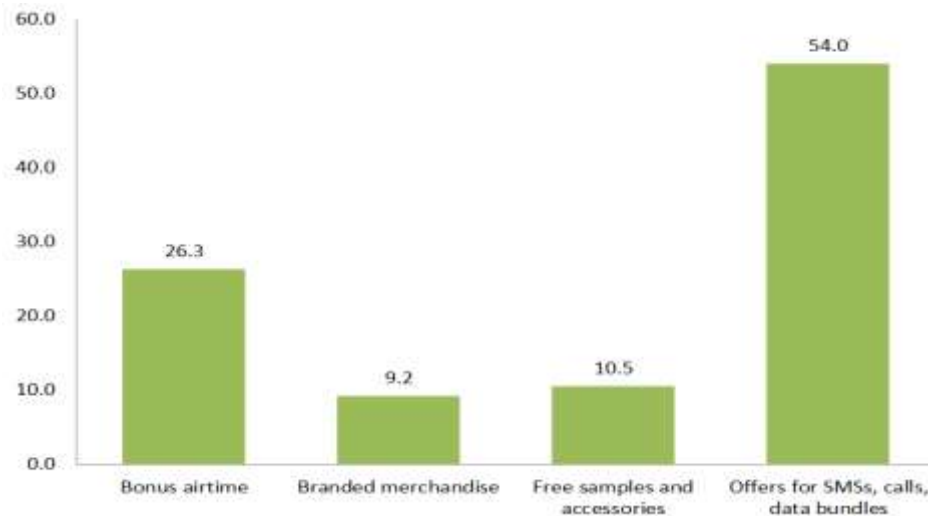


Figure 2: Sales Promotion Strategies for the Rebranding

The selection of the four options for sales promotion by all respondents showed that all (100%) had interacted with this method of marketing. When asked to state whether any of the selected sales promotion attempts had influenced their decision into subscribing to Telkom Kenya, 21.9% of respondents denied that their decisions had been informed by the sales promotion. 7.8% stated that the sales promotions were not applicable. Analysis of feedback using a 5-point Likert scale with ratings from 1 to 5 systematically weighted from negative to positive with 5 denoting ‘greatest extent’ downwards to 1 signifying ‘not at all’ – showed majority having been influenced to subscribe to Telkom Kenya by sales promotions A mean of 3.39 and Standard deviation of 1.549 denotes general agreement with the statement.

Using the five-point Likert scale, where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree, respondents were asked to say to what extent they agreed that different sales promotion strategies had made an impact attributable to the Telkom Kenya’s rebranding. Table 4.8 shows that free accessories, bonus and offers all had positive effect on the signing up of new subscribers and retention of Telkom Kenya’s subscribers. Calculated average mean rate of 3.625 and 1.019 standard deviation shows a significant connection between sales promotion and overall appreciation of the company rebranding. As further illustrated, bonus and offers had highest rating of agreement at a mean rate of 3.75 and standard deviation of 1.039. Though fewer respondents (mean, 3.47) strongly agreed that free accessories had led to an increase in subscribers gaining trust in the brand, a lower standard deviation (0.959) compared to the rest implied a greater commonality and consistency in the responses.

Table 6: Impact of Sales Promotion Strategies on Rebranding of Telkom

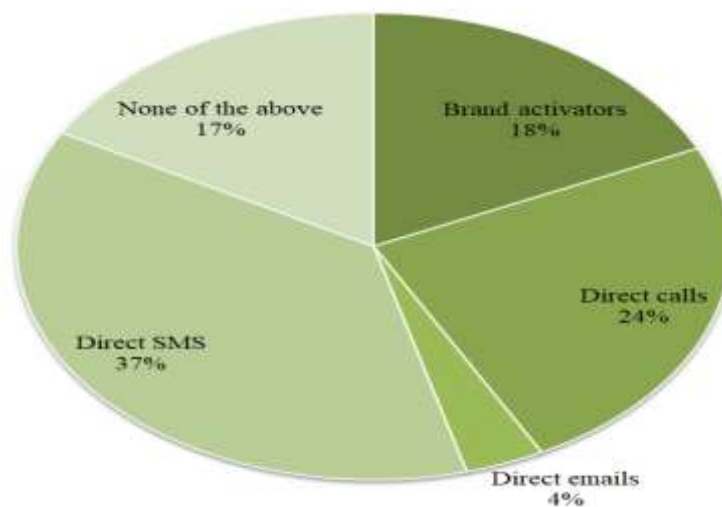
Statement	Free Accessories Effective in Getting Subscribers	Bonus And Offers Have Led to Positive Attitude towards the Brand	Bonus and Offers Increased Retention of Subscribers	Free Accessories Has Increased Trust	Average
Mean	3.70	3.75	3.58	3.47	<b>3.625</b>
Std. Dev.	.954	1.039	1.124	.959	<b>1.019</b>

The final analysis on this variable is corroborated by the works of Lewis & Michel (2004) and Vecchio (2006) who found evidence that offers influenced customers' preference for a brand.

While examining sales promotion methods, Lewis and Michel (2004) further concluded that marketing tools viably change lead and increase loyalty.

### **To Investigate the Effectiveness of Direct Marketing Strategy on the Rebranding of Telkom Kenya**

From the selections made by all the respondents, the highest instances occurred for ‘direct SMS’ at 37%. This means that majority had encountered services or products through marketing made through SMS sent through their mobile phones. Marketing through direct calls was another popular mode at 24%. These were followed by brand activators at 18% and emails which were the least popular method at 4% (Figure 4). From the total instances recorded, 17% had not encountered marketing of goods or products through any of the four listed methods.



*Figure 3: Usage of Direct Marketing Modes*

On a Likert scale of 1 to 5, where 5= Strongly Agree, 4= Agree, 3= Neutral, 2= Disagree, 1= Strongly Disagree, the students’ level of agreement with the four statements (Table 4.9) was gauged. With highest mean of 3.828 and standard deviation of less than 1 (i.e. 0.808), majority of the target group ‘agreed’ or ‘strongly agreed’ that ‘Telkom Kenya’s use of direct messages helps in brand acceptance and loyalty’. Following closely with a mean rate of 3.75 was their agreement that brand activators provided an interactive and personal customer service.

## **SUMMARY, CONCLUSION AND RECOMMENDATIONS**

### **Summary**

A close look at the three forms of IMC, chiefly advertising, sales promotion and direct marketing in the form of this study has demonstrated a link connecting to organizational effort to rebrand. The data collected during the period of study, from a sample representing a versatile and proactive part of the general population provides grounds for making conclusive submissions in the relationship between IMC and an organization’s pursuit of change in the way that its market set perceive and respond to its service or products. Since the main goal for rebranding is to advance a new image, the use of tools and means commensurate with current trends is useful in ensuring that a lasting impression is not only served, but leaves an indelible mark.

An investigation of the study variables on a sample with a 50% representation of either gender and youthful stratum of 98.4% showed that most have interacted with the various forms of

integrated marketing communication. Though the study has established positive association between the dependent and independent variables, the level of correlation varied. The average mean rate of 3.76 and standard deviation of 0.858 from assessment of four advertising strategies and how each contributes to the rebranding of Orange Kenya to Telkom Kenya imply that advertising was effective.

Sales promotion as another form of IMC proved to have significant impact on rebranding of Telkom Kenya with an average mean rate of 3.625 and 1.019 standard deviation calculated from respondent's level of agreement on the effectiveness of bonus and offers, free accessories and offers via SMSs, calls and data bundles. Sales promotion was found to top the list showing that any improvement by a unit directly upgrades rebranding by 0.395. Results on the other two revealed that increase in advertisement by one unit increases success in rebranding in telecommunications sector by 0.212 while upgrade in direct marketing by one unit would result in a 0.334 increase in the success of rebranding.

The study also found that many have encountered new products through direct marketing, at 83% and this has been made easier with the advances in Information and Communication technologies. From the descriptive statistics an average mean and standard deviation of 3.625 and 1.019 respectively is an indication that respondents were in agreement with the statements presented to determine the effectiveness of direct marketing strategy on the rebranding from Orange Kenya to Telkom Kenya though the responses were varied.

### **Conclusion**

The objective of this study was to establish the effectiveness of integrated marketing communication (IMC) on rebranding, a transition from Orange to Telkom. From the study results and findings, a number of conclusions can be drawn. One of the key conclusions is that IMC significantly affects the effectiveness of rebranding in the telecommunications companies. It can also be concluded that the joint effect of advertising, sales promotion, direct marketing and other forms of IMC on the success of rebranding in Telkom Kenya is significant and telecommunication companies need not only to plan their rebranding but to ensure that they embrace IMC that is driven through application of current information technologies.

The other key conclusion from the findings is that because different customers interpret information or stimuli about a brand in different ways, the company should constantly monitor customer preferences through use of feedback mechanisms, some of which are embedded in the IMC tools. This is because the findings showed that customer preferences and tastes mediate the relationship between IMC and rebranding. Knowledge of customer perceptions of the company aids in the development of a marketing strategy that produces results. The study concludes that advertising, direct marketing and sales promotion strategies positively and significantly associated with the rebranding of Orange Kenya to Telkom Kenya.

### **Recommendations**

Recommendations, based on findings and experiences in the field are that telecommunications companies in Kenya that are on the path to rebrand should invest in the implementation of integrated marketing communication strategies and to apply scientific methods in conducting periodic assessment of consumer attitudes. Researcher recommends further studies in IMC in the telecommunications sector in relation to consumer personality, perceptions and expectations. A widening of scope of the study to cover wider geographical area and other sectors will help concretize theories developed for practice in current dispensation(s).

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