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Developing sustainable corporate identity strategies: A case of Stanbic Bank Tanzania

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DECLARATION

I, Doris Kokubelwa Kiiza declare that,

(i) The research reported in this dissertation, except where otherwise indicated, is my original research.

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DEDICATION

This research work is dedicated to my late sister Diana Nyamwiza Kiiza. My heart will always be with you as I continue to live by your word.

ABSTRACT

The limited resources and increased competition are the challenges that organisations face. Corporate identity as a source and an effective strategic tool because of its unique characteristics, it is the source of competitive advantage. It enhances organisation competitiveness. The paper defined corporate identity and explained its interaction with the business strategy for competitive advantage. Then the strategic dimensions determined by the theoretical framework of the study. The main objective of this study was to explore the strategic dimensions that Stanbic Bank applies in developing its corporate identity that improves Stanbic Bank's image, profitability and performance against its competitors in the industry. Strategic dimensions are the areas of the organisation's strategy-making process that are affected by corporate identity. Stanbic Bank was the case study. In the study, three strategic dimensions for engaging corporate identity and strategy were proposed. They include; strategic orientation, strategic action and strategic function.

A non-systematic literature review approach was conducted where insights were drawn from a wide range of secondary sources such as peer-reviewed journal articles, non-peer reviewed publications on the topic. Given the exploratory nature of the study, a mixed method design was used to collect primary data. Eighty-four respondents participated in the study. Two types of sampling techniques were used in the study. Convenience sampling for the questionnaire and purposive sampling for the in-depth interviews.

Statistical Package for Social Science (SPSS) computer software was used to analyse quantitative data. A thematic analysis technique was used to analyse qualitative data. The key empirical findings revealed that Stanbic Bank applies the strategic dimensions process in developing their corporate identity that improves the Banks' image, profitability and performance. The findings indicated that the Bank has a well-structured strategic orientation process that supports the Banks' overall corporate identity through its mission and goals which determine the Banks' favourable identity for the future. The key conclusion drawn from the study was that corporate identity in Stanbic Bank is considered as a core competence in the Bank hence the corporate identity of Stanbic Bank does not only define their purpose and meaning but, also the direction in which the Bank follows which is a source of competitive advantage. The study will provide insights to managers and practitioners who seek to distinguish the key strategic dimensions to centre on creating a strong corporate identity.

Key words: Identity, strategic orientation, action, function.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

CHAPTER ONE

INTRODUCTION AND BACKGROUND OF STUDY

1.1 Background of study

This chapter provides insights into the study. The chapter presents the background of the study, introduces the concept of corporate identity, strategy and competitive advantage, and outlines the rationale for the research which comprises of a background of the organisation, research problem, research objectives and research questions. It also explains the justification and the theoretical framework that was used for the study. Furthermore, the chapter also highlights the research design adopted for this study.

Deregulation and privatisation programmes presented by governments (Fetscherin and Usunier, 2012:740; Vella and Melewar, 2008:10; Stokes, 2008:67), the internationalisation of organisations (Reus, 2014:42), the accessibility of gigantic measure of decision and data in the market, an expanded number of confused buyers (Greyser, 2009:67; Blombäck and Brunninge, 2009:596; Merrilees and Miller, 2008:538), bring down boundaries to passage, decentralised authoritative structures and an expanded number of mergers and acquisitions (Gussoni and Mangani, 2012:592; César, Vacas-de-Carvalho, Costa and Lencastre, 2012:773; Öberg, Grundström and Jönsson, 2011:419; Blombäck and Brunninge, 2009:1480) are a portion of the variables which have added to bringing enthusiasm up in corporate personality in organisations.

Corporate identity began to pull in administrative enthusiasm as an outline issue in the 1970s (Otubanjo, 2012:2). This prompted to corporate identity being viewed as a key instrument (Shahri, 2012:297). To add to that, corporate personality is additionally seen as a key asset for building dependability and support among an assortment of partners and increasing upper hand in this new business environment (Verbeke and Tung, 2013:530; Shahri, 2012:298; Chen, 2011:390; Galbreath, 2009:128; Smith, 2007:197). It is likewise broadly acknowledged that partners depend on the personalities of organisations in settling on venture choices, vacation choices and item or administration decisions (Wilkins and Huisman, 2014:2225; Abratt and Kleyn, 2012:1050; Kantanen, 2012:58; Melewar, 2008:220).

The term corporate identity combines strategy, culture and communications to present an extraordinary personality to stakeholders (Cornelissen, Thøger and Kinuthia, 2012:1094; Abratt and Kleyn, 2012:1049; Hatch and Schultz, 2008:177; Jameson, 2007:200). Shahri (2012:299) characterises corporate way of life as a reason that the organisation system is meant unmistakable components. For an organisation to have a maintainable identity to its partners,

1

managers need to impart better and aggressive systems that depict the great unmistakable attributes of the organisation. Great unmistakable attributes of the organisation originate from, how partners see the organisation's corporate identity (Kostamo, 2013: 12; Melewar, 2008:14).

Beforehand, corporate identity was reflected as a visual component in nature of "who" and "what" the organisation is, however, inquire about on the subject has demonstrated that corporate personality is more than only an image, logo or outline (Abimbola and Vallaster, 2007:83; Melewar, 2008:83; Meech, 2006:342). Specialists for instance (Clarke, Brown and Hailey, 2009:84; Shahri 2012:298; Kay, 2006:1208; Hatch and Schultz, 2008:178; Melewar, 2008:175) contended that with the end goal for organisations to have the capacity to convey in full limit, corporate identity should be perceived and oversaw, much the same as other vital assets of an organisation. Notwithstanding, because of the way that corporate personality is a multidimensional idea, which addresses various parts of an organisation, for example, culture, procedure, rationality and correspondence (Melewar, 2008:178), organisations are confronted with the difficulties of how they deal with their corporate correspondence, culture and therefore their corporate identity (Resseler and Abratt, 2009:2; Greyser, 2009:561; Freeman, 2010:35; Spence and Hamzaoui, 2010:1040; Micelotta and Raynard, 2011:199). This questions the means which an organisation oversees and builds up a solid corporate identity.

With a specific end goal to oversee and build up a solid corporate identity, an organisation needs to know the procedure of vital measurements that are utilised to build up commercial corporate identity. Key measurements are the parts of the organisation's strategy- making the process that is influenced by corporate identity (Shahri, 2012:299). Strategic management binds together the assets and useful regions to meet organisation's objectives and missions. At the point when the corporate way of life as a vital resource and asset of an organisation are viewed as, the vital measurements of this collaboration ought to be recognised in the system arrangement prepare (Shahri, 2012:299). In this study, three strategic orientations for drawing in corporate identity and system will be distinguished and clarified in detail, these are strategic orientation, strategic action and strategic function.

1.2 Corporate identity strategy and competitive advantage
The role of corporate identity in creating competitive advantage significantly depends on the environment in which the organisation operates (Barney, Ketchen and Wright, 2011:69; Ravasi and Schultz, 2006:440). Gaining competitive advantage by a company depends more and more on its reputation, image, culture, qualification and image of employees (Barney *et al.,* 2011:68).

These elements determine organisation uniqueness and its market success, help to focus workers on values which are important for an organisation.

Staub, Kaynak and Gok (2016) studied the effects of corporate identity on innovation strategies and sustainability. In this article, corporate identity was associated with the overall image of a company in the minds of customers, investors and employees. Corporate identity is divided into what is called hard and soft identity drivers. Hard corporate identity drivers are hardly changed and can be identified by the corporate culture, corporate behaviour and corporate philosophy. Soft corporate identity drivers can be identified by the corporate image, design and communication (Staub *et al*., 2016:74). The focus on hard corporate identity drivers leads to sustainable performance of the organisation. The hard corporate driver also generate innovative strategies that have a positive effect on process innovation, which has a positive effect on sustainable corporate performance. The focus on soft corporate identity drivers do not necessarily have a positive effect on innovation strategies (i.e. product innovation, process innovation, marketing innovation and organisational innovation) or on sustainable performance (Staub *et al*., 2016:75).

Corporate identity is an intricate asset on account of the quantity of parts that develop it (corporate communication, corporate image, corporate behaviour, corporate structure and among others) (Melewar, 2008:22). Its many-sided quality can be the wellspring of competitive advantage by permitting the organisation to do things that its rivals can't do, show improvement over its rivals and keep the organisation from capitulating (Livengood and Reger, 2010:50).

As indicated by Huy (2011:1087) corporate identity persuades senior managers to concentrate on vital issues, to deal with the asset allotment prepare and to inspire employees from the organisation to build the viability and execution change. It is additionally the wellspring of centre capabilities which is the wellspring of competitive advantage (Shahri, 2012:296). Corporate identity is a wellspring of competitive advantage since it separates the image of an organisation in the psyches of clients.

1.3 Background of the organisation

Stanbic Bank Tanzania Limited is a full organisation business bank, which works in giving workplaces and organisations to open and private zone organisations, mollifying missions and worldwide affiliations. In Tanzania, there are eleven (11) Stanbic Bank branches. An expansive part of the bank branches are arranged in Dar-Es-Salaam (Standard Bank, 2014).

Stanbic Bank Tanzania Limited is a person from the Standard Bank Group of South Africa and was set up in May 1995 after the Standard Bank Group picked up the operations of Meridien Biao Bank Tanzania Limited. Standard Bank Group is an overall deal with a record with African roots. It is one of South Africa's greatest bank (Standard Bank, 2014).

Stanbic Bank was held onto as a trading name in 1992, when the Standard Bank Group, then known as a Standard Bank Investment Corporation, acquired the African operations of ANZ Grindlays Bank. The new name was grasped to keep up a vital separation from perplexity with the Standard Bank's British past parent bank and Standard Chartered Bank, which work in Africa (Stanbic Bank, 2015). Stanbic Bank main vision is to be the leading African financial services organisation, in, for and across Africa, delivering exceptional client experiences and superior value.

Stanbic Bank's mission is the:

- Commitment to having a genuine effect to budgetary administrations in Africa and another developing market.
- Ensure long supportability by blending the requirements of clients, individuals and shareholders and by being applicable to the social orders in which the Bank works.
- Able to draw in, hold create and convey groups of individuals with vitality, energy and abilities.

1.4 Research problem

In Tanzania, there is an increase in a number of commercial banks from local to foreign banks. This has prompted to expanded rivalry and clients exchanging between bank branches and starting with one bank then onto the next, which flags that the specific branches and banks have neglected to meet client expectations. With expanded rivalry, banks are swinging to Corporate Identity Management (CIM) as a source of competitive advantage and organisational performance (Waithaka, 2010:40). Expanded rivalry suggests that banks need to market themselves in an atmosphere of rivalry that is not only local but global. Confronted with rivalry, banks are creating strategies for competitiveness and survival, such as management of corporate identity in order to positively impact on their corporate image and performance. They are also relying on their characteristics being key to their CIM initiatives and performance such as financial resources, physical and human capital size, history and ownership are important for innovation and the range of activities that banks undertake. While banks could be spending

heavily on managing their corporate identity, it is not clear whether this contributes to enhanced performance (Kim *et al.,* 2011:1208).

The study by Van den Bosch (2005:40) concentrated on the impact of corporate visual identity (CVI) on brand execution and inferred that the CVI administration blend ought to incorporate basic, social and key perspectives. Melewar and Akel's (2005:42) key investigation on University's CIM rehearses presumed that CIM is an amalgamation of a few components. The study by Thuo (2010:44) focused on customer relationship management (CRM) and construed that CRM practices basically affect the forcefulness of business banks yet raised that progressive quality did not immediate the relationship. As of late the study by Balmer (2012:1067) considered the corporate identity and brand arrangement and reached a conclusion that corporate identity and corporate image are interlinked and they lead to a sustainable competitive advantage.

From the above perspective, researchers such as Van den Bosch (2005:47) and Melewar and Akel (2005:48) have endeavoured to relate corporate identity management, strategy and competitive advantage. In their studies, they concede that corporate identity affects the competitive advantage of an organisation. This study defines corporate identity and explains its interaction with the strategy and how it leads to competitive advantage and organisational performance. Then the strategic dimensions determined by the theoretical framework. Therefore, the main aim of this study is to explore the strategic dimensions that Stanbic Bank applies in developing its corporate identity that improves Stanbic Bank's image, profitability and performance against its competitors in the industry. Strategic dimensions are the areas of the organisation's strategy-making process that is affected by corporate identity (Shahri, 2012:298). In this study, three strategic dimensions for engaging corporate identity and strategy are proposed. They include; strategic orientation, strategic action and strategic function. Identifying these dimensions helped the researcher to analyse the effect of corporate identity in the strategy process (Shahri, 2012:299). The research study, therefore, intends to give an insight into the field of business level management the strategies used to develop corporate identity a case of Stanbic Bank.

1.5 Research objectives

The primary objectives of this study are summarised as follows:

- To explore the strategic orientation that Stanbic Bank is using to build and maintain its corporate identity.

- To examine the strategic action that Stanbic Bank is using to build and maintain its corporate identity.

- To understand the strategic function that Stanbic Bank is using to build and maintain its corporate identity.

- To explore the challenges of using corporate identity as a source of competitive advantage in Tanzania.

1.6 Research questions

The following are the primary research questions that the study aims to address:

- What is the strategic orientation used by Stanbic Bank to build and maintain its corporate identity?

- What is the strategic action used by Stanbic Bank to build and maintain its corporate identity?

- What are the strategic functions used by Stanbic Bank to build and maintain its corporate identity?

- What challenges does Stanbic Bank face in using corporate identity as a source of competitive strategy in Tanzania?

1.7 Theoretical framework

This study adopted the theoretical framework of Shahri (2012:298), of the interaction of strategy and corporate identity. The reason for adopting this theory is because it highlights the strategies used by organisations to develop a sustainable corporate identity. According to Shahri (2012:299), corporate identity is examined in every step of the strategy-making process, with the goal of creating competitive advantage.

The theory of Shahri (2012:299) has been used by various studies, for instance, Kapferer (2012:299) adopted Shahri's (2012:299) theoretical framework to explore the strategies used to develop an attractive corporate identity for consumers. Furthermore, Anon (2015) also used Shahri (2012:298) theoretical framework to explore the strategies used to develop a successful product brand case of Sony using the three strategic dimensions offered by Shahri (2012:298). Strategic dimensions are areas of the organisation's strategy-making process that is affected by corporate identity. There are basically three strategic dimensions for engaging corporate identity and strategy, these are strategic orientation, strategic action and strategic function.

1.8 Justification of the study

As indicated by Gaughan (2010:126), and Cartwright and Cooper (2012:23) companies work in a period of huge rivalry and change, and thus partnerships have been compelled to fundamentally adjust their procedures to better contend and survive. For example, the increasing speed of item life cycles and globalisation have been real impetuses to the ascent of corporate identity programmes, as organisations have looked for approaches to spread their characters too far off commercial centres (Cooper and Ezzamel, 2013:4). With this specified, the study will explore the vital strategic dimensions that organisations apply to build up good corporate identity.

1.9 Scope and limitation of the study

The study was conducted in a company within a specific industry (Stanbic Bank). The results of the study provide insights though they are not generalisable. To add to that, the study used a non-probability sampling technique (convenience sampling) to select participants for the questionnaires. So the results of this study do not reflect the responses of the entire population. The study moreover needed senior number of employees as far as years. The study also lacked adequate internet/websites as sources of current research information and lastly lower level employees were not aware of financial problems within the organisation that influence corporate identity.

1.10 Structure of the dissertation

The dissertation has six interlinked chapters as presented in Figure 1.1.

Figure 1.1: Structure of the study

| Chapter One Introduction and background of study. | Chapter Two Literature Review. | Chapter Three Research Methodology. | Chapter Four Pesentation of the analysed data. | Chapter Five Discussion of findings. | Chapter Six Conclusions and recommendation for further study. |
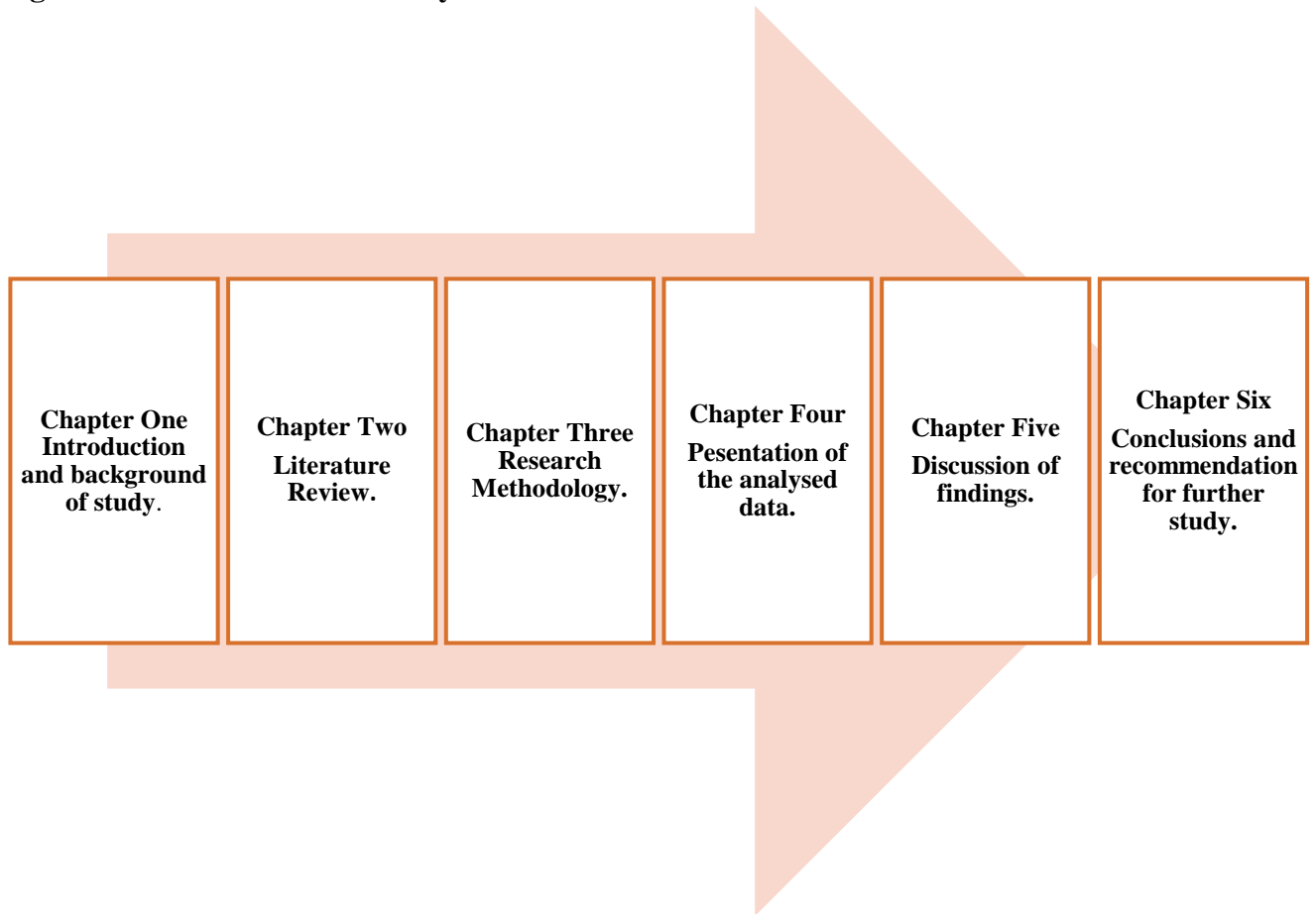
Source: Author's own compilation.

The dissertation is structured as follows:

Chapter One: Introduction and background of study

This chapter discusses the background and explains the justification for the study. It states the research problem, research objectives and research problems of the study. The chapter also highlights the research design adopted for this study.

Chapter Two: Literature review

This chapter provides literature on corporate identity. It outlines the six main components of corporate identity and how there are presented in Stanbic Bank. The chapter discusses the importance of each component of corporate identity in improving organisational performance and image. Furthermore, the chapter also discusses the theoretical framework of the study and factors that help to build up a strong corporate identity in an organisation.

Chapter Three: Research methodology

This chapter provides a detailed account of how the study answered the research questions. It identifies the appropriate sample population of the study and describes the procedure in which data was collected. The chapter also discusses the reliability and validity and explains the statistical method used in analysing the data.

Chapter Four: Presentation of analysed data

The chapter presents the findings and interpretation of empirical results. SPSS was used to capture quantitative data (questionnaire survey). Descriptive was used to present, interpret results. In-depth interviews were transcribed and themes identified as results. To add to that, the chapter discusses empirical results in line with the research objectives of the study.

Chapter Five: Discussion of findings

This chapter discusses empirical results (presented in Chapter four) in line with the research objectives of the study.

Chapter Six: Conclusion and recommendations for further research

This chapter provides the recommendations and conclusions drawn from the perspective that the study has looked at in line with the objectives. Furthermore, managerial implications will also be contemplated upon and practical suggestion on how managers should use the findings in this paper will be given.

1.11 Conclusion

This chapter provided the main purpose and motivation for the study. It highlighted the research problem, the research questions, the rationale and the objectives of this study. This was followed by the theoretical framework and limitations for the study. Finally the structure of the dissertation was presented. The following chapter explores corporate identity components that are deemed important for the formation of the corporate identity among stakeholders, the concepts of corporate identity and strategic dimension are explored. The objective of next chapter is to evaluate the multiple views on the concepts of corporate identity and strategy that is applicable for the study.

CHAPTER TWO
LITERATURE REVIEW

2.1 Introduction

This chapter provides a deeper understanding of the concepts of corporate identity. The previous chapter outlined the introduction, background and the rationale of the study. This chapter, therefore, covers the theoretical foundation upon which this study is based, the corporate identity components and presentation, literature on the extra and intra factors that build up a strong corporate identity which leads to a better corporate image and competitive advantage and also provides the interaction between corporate identity and strategy.

Corporate identity is an effective strategic tool and an important source of sustainable competitive advantage, which provides multiple benefits to the organisations, for example, an organisation that has good corporate identity attracts better-skilled employees, receives good corporate reputation and also motivates employees in the organisation (D'Amato, Henderson and Florence, 2009:6). Corporate identity needs to be managed internally and controlled by the organisation (Simões and Dibb, 2008:67). This chapter discusses the following sub-topics: corporate identity definition, the components of corporate identity and how they are presented in Stanbic Bank, the extra and intra factors that build up a strong corporate identity and the strategic interaction of strategy and corporate identity. The section that follows explains each of the aforementioned sub-topics in more detail in relation to the study.

2.2 Corporate identity definition

The term corporate identity is interrelated to a number of concepts, such as corporate reputation, corporate brand, organisational identity, corporate image and among others (Abratt and Kleyn, 2012:1050). The study focuses on developing sustainable corporate identity strategies: A case study of Stanbic Bank, and more specifically, strategic dimensions that are used to develop a sustainable corporate identity. The term corporate identity refers to the characteristics of an organisation such as corporate ethos, aims and values that help to differentiate the organisation within its competitive environment (Crane and Ruebottom, 2011:78). It includes all the words and graphic symbols (Saraniemi and Ahonen, 2008:444). In the other words, it is a common response of organisational members to this question:

2.2.1 How stakeholders identify the organisation?

According to Gioia, Patvardhan, Hamilton and Corley (2013:150), the main goal of corporate identity is attaining the desired image from the perspective of clients and other stakeholders.

The corporate identity of an organisation is irreplaceable and it creates competitive advantage (Crane and Ruebottom, 2011:74). Balmer (2014:460) noted that there are three questions in corporate identity concept that is: who are we, what do we, and how we do it. Balmer defines corporate identity as a strategic synthesis and behavioural communications (Shahri, 2012:292). The understanding of corporate identity has gradually developed and received attention to a number of academic researchers such as Abratt and Kleyn (2012:1070); Bartholmé and Melewar, (2011:100); Frandsen and Johansen (2011:520); Ingenhoff and Fuhrer (2010:90) as a managerial concept. Correspondingly, there have been various definitions to describe the essence of the corporate identity and each of them relates to the different mix of the organisational structure elements and management approach practices as seen below.

2.2.1.1 Graphic design paradigm

Corporate identity, from the beginning of existence, has been the same as cultural terms, logos, styles of behaviour and visual identities such as the brand and the slogans. Theorists in this perspective, emphasis on the graphical designs (Wheeler, 2012:11 Blombäck and Ramírez-Pasillas, 2012:8 Melewar, 2008:211). Wheeler 2012:11 noted that the visual identity of a company shows strategies, brand and communication policies that are used to promote corporate identity for the stakeholders. The main goal of this approach (graphic design paradigm) is to increase the visibility of the organisation.

2.2.1.2 Integrated communication paradigm

The understanding of graphical design led to this approach that the company's identity is created through an official communication channel (Bartholmé and Melewar, 2011:98). Researchers Doorley and Garcia (2011:136) and Crane and Ruebottom (2011:79) consider integrated communication paradigm of the vastness, complexity and importance of organisational communication.

2.2.1.3 Interdisciplinary paradigm

Wheeler (2012:11) considers corporate identity as the unique characteristics of the organisation which roots in the behaviour of members of the organisation thus, embedded in its values. With this specified, Figure 2.1 below presents the three perspectives of corporate identity.

Figure 2.1: Perspectives of corporate identity

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                    ╭───────────────────────╮
                    │   Corporate Identity   │
                    ╰───────────────────────╯
            ┌──────────────┼──────────────┐
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Interdisciplinary paradigm	**Integrated communication paradigm**	**Graphic design paradigm**
Symbols		Logo
Communication	Visual identity	Visual identity
Behavioural characteristics	Marketing mix	
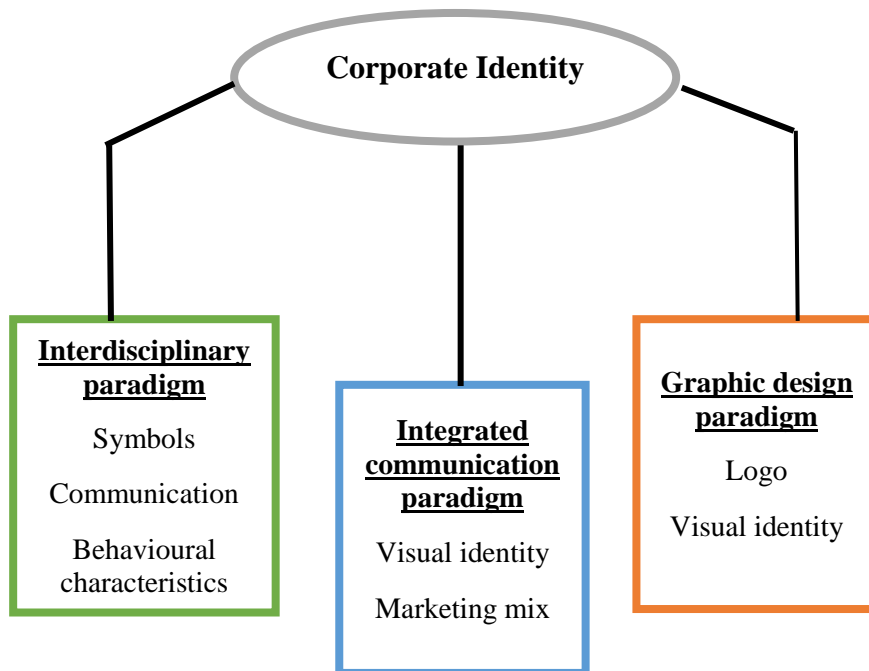
Source: Adapted from Shahri (2012:293).

There is a difference between corporate identity and organisational identity. Organisational identity refers to how employees feel about the organisation and it emphasises the culture, local beliefs and internal stakeholders while corporate identity emphasises the culture, strategy, structure, history of the organisation, business procedures and business areas and to be more specific, corporate identity focuses on the differentiation and the attitude of internal and external stakeholders. Against organisational identity, corporate identity tends to focus on the characteristics that are central such as logo, advertisements, values, mission statement, visual design and among others (Pérez and Del Bosque, 2014:220; Glynn, 2008:415).

In a more general definition, corporate identity has seven components: corporate communication, design, culture, behaviour, structure and strategy (Abratt and Kleyn, 2012:1049; Balmer, Powell and Greyser, 2011:591; Ravasi and Phillips, 2011:106; Melewar, 2008:35; Yudkin, 2017).

According to Purins and Rutitis (2011:131), Hildebrand and Bhattacharya (2011:1355) and Fryzel (2011:56) defines corporate identity as being composed of the mind, soul and voice. The mind consists of managerial vision, corporate philosophy, strategy, performance, brand architecture, nature of corporate ownership and organisation history. The soul consists of the subjective elements including the distinct values, a mix of sub-cultures, employee affinities

and internal images. The voice is the total corporate communication and consists of its uncontrolled and controlled communication, symbolism, employee and corporate behaviour, and indirect external/third party communication.

Other research papers regarding corporate identity relate to the cross-disciplinary examination of the identity concept and thus conclude that corporate identity should be analysed broader than a simple marketing concept. For instance, Crane and Ruebottom (2011:79) explore issues of social, organisational and corporate identity indicating differences in the form and focus of research into these three topics. According to Crane and Ruebottom (2011:79), the social identity work generally examines issues of cognitive process and structure; organisational identity research tends to address the patterning of shared meanings; studies of corporate identity tend to focus on products that communicate a specific image.

According to Blombäck and Ramírez-Pasillas (2012:8), Arendt and Brettel (2010:1472), Simões and Dibb (2008:70), the corporate identity includes a set of features and dimensions that determine the corporate's way of being, thinking and behaving. It is, therefore, a key concept in corporate management, as corporate identity defines not only the purpose and meaning of an organisation but also the directions to follow.

2.3. Understanding corporate identity

To understand the concept of corporate identity, it's necessary to determine the various components that construct it and the means through these components are presented to stakeholders of the organisation. The components identified will be used in this study as a lens to describe and discuss the specific components that Stanbic Bank use to maintain and manage its corporate identity. With this specified, figure 2.2 below presents the components of corporate identity.

Figure 2.2: Components of corporate identity

Corporate Communication	→	Management, marketing and organisational communication
Corporate Design	→	Corporate visual identity systems (CVIS)
Corporate Culture	→	Philosophy, mission, values, norms and principles
Corporate Behaviour	→	Corporate, employee and management behaviour
Corporate Structure	→	Brand and organisational structure
Corporate Strategy	→	Differentiation and positioning strategy

All components point to **CORPORATE IDENTITY**

Source: Adapted from Melewar and Karaosmanoglu (2006:849).

2.3.1 Corporate communication

Corporate communication refers to the ways through which organisations communicate with stakeholders (Melewar and Karaosmanoglu, 2006:850). Corporate communication can be claimed to be the most complex aspect of corporate identity as it has a collaborative relationship to all other components (culture, structure, behaviour and design) as well as with all stakeholders (Bresciani and Eppler, 2010:356; Saraniemi, 2010:56).

The purpose of corporate communications, according to Cornelissen (2014:3) is to build awareness, understanding and appreciation for the firm's strategic goals, ideally resulting in the satisfaction of the interests of both the firm and its environment. Its importance comes from the fact that it provides a link between the identity, image and reputation of an organisation (Siano, Vollero, Confetto and Siglioccolo, 2013:152).

Cornelissen (2014:4) defines corporate communication as a management function that provides a framework for the effective coordination of all internal and external communication with the overall determination of launching and preserving constructive reputations with stakeholder groups upon which the organisation is dependent.

The following are the different ways of how organisations communicate (Cornelissen 2014:4):

News sheets, leaflets and guidebooks, posters and pictures, bulletin boards, the internet, written on-premises announcement circulars, announcements and documents, conferences and press relations.

Saraniemi (2010:57) argues a definition that includes and emphasises the target groups of the company is the most relevant. Saraniemi (2010:58) states that corporate communication is a tool of management by means of which all deliberately used forms of internal and external communication are coordinated as effectively and efficiently as possible, so as to create a constructive basis for relationships with groups upon which the company is dependent. It is also further suggested that corporate communication is made up of three types, namely, management, marketing and organisational.

2.3.1.1 Management communication

Christensen and Cornelissen (2010:385) and Abratt and Kleyn (2012:1055) refers to management communication as the ways managers deliver information to their employees. According to Zerfass, Vercic and Wiesenberg (2016:764), the main purpose of management communication is to ripen a shared vision of the company within the organisation; to establish and maintain trust in the organisation's leadership; to initiate and manage change and to authorise and motivate employees. Examples of management communication include; staff meetings or briefings, in-house journal and magazines for employees and annual and environmental reports for external audiences.

2.3.1.2 Marketing communication

Marketing communications refers to the coordination of messages for delivering more impact (Percy, 2014:269). This impact is a result of the consumer receiving a consistent message from a variety of advertising channels (Danaher and Rossiter, 2011:9). Saraniemi (2010:58) mentions the forms of marketing communication these include; advertising communication, financial data, information on target groups and data to the advertising agencies.

2.3.1.3 Organisational communication

Organisational communication is conceptualised by Cornelissen (2014:10) as all forms of communication with stakeholders with whom an organisation has a dependent relationship.

Organisational communication, although initially referred to as public relations, is sub-divided into activities such as public relations, public affairs, environmental communications, labour market communications, investor relations and internal communications (Melewar and Karaosmanoglu, 2006:850).

2.3.1.4 Uncontrolled communication

According to Melewar (2008:50), uncontrollable communication is any unpremeditated or up-and-coming messages through third party reports and informal communication on the part of employees with outsiders. Uncontrolled communication takes place when organisations influence stakeholders' perceptions unknowingly. For example, Stanbic Bank implements both controlled and uncontrolled communication to improve stakeholder perceptions over the Bank through advertisements and stakeholder engagement. Stanbic Bank communication is aimed at addressing their stakeholders' requirements in assessing what is needed for their clients and employees so that the management can utilise their skills, capabilities, and knowledge to solve their problems. This kind of communication creates a favourable identity for the stakeholders which then improves performance and corporate identity of the Bank (Standard Bank, 2015).

To add to that, Stanbic Bank proactively engages with their stakeholders to inform them of their strategy and operations, shape their products and services, manage and respond to social expectations, minimise reputational risk and influence the environment in which they do business this kind of communication is controlled. The ways in which the Bank engages with their stakeholders and the frequency with which they do so vary according to each stakeholder group. According to Stanbic Bank annual report (2013), the Banks' Engagement is based on identifying issues and areas of concern that may impact their stakeholders. The Bank uses a decentralised stakeholder engagement model in which individual business units undertake stakeholder engagement appropriate to their areas and is responsible for identifying stakeholder concerns and taking appropriate action (Standard Bank, 2013).

2.3.1.5 Importance of corporate communication

Corporate communication is an important component of the corporate identity. The relationship between corporate communication and identity are inseparable (Cornelissen, 2014:

10). Corporate communication is not just what the company says, but how it is observed by stakeholders, so it is to a large extent what company's corporate identity is based upon.

According to Siano et al. (2013:154) and Bartholmé and Melewar (2014:153), management communication is perceived as being the most important of these three forms of communication, as it involves the expression of organisational goals directly to internal stakeholders. The most important thing in a company is to aim at achieving organisational goals stated by the corporate management, therefore, the corporate management has to put forward its goals, its mission and try to sell these to its employees. Once the organisational goals are understood by the employees then it is easier for the company to present its identity. Furthermore, it is also apparent that communication directed at the external stakeholder management, communication plays a fundamental role in developing the desired corporate image and in creating a strong competitive advantage (Powell, Elving, Dodd and Sloan, 2009:442; Blombäck and Brunninge, 2009:405).

Controlled and uncontrolled communication, for instance, word of mouth or the mass media have a very big impact on consumer demand for products or services (Bernstein 2009:604). According to Balmer (2014:461), uncontrolled communication has increased the responsiveness of organisations because customers have access to autonomous sources of information and can compare information provided by the company with evaluations by third parties, for example, sustainability ratings of the product or how healthy is the product. To add to that, Balmer (2014:461) also expressed that uncontrolled corporate communication puts players of other industries under close inspection from the media and hence this forces employees in organisations to operate to the highest standards because bad publicity really has a more damaging impact on business operation and profits.

Fundamentally, the concept of corporate communication provides information, receives information and interacts with companies' internal and external stakeholders (Siano *et al.,* 2013:151). It is accordingly the most informative and interactive function (Powell *et al.,* 2009:442). With this specified the table 2:1 below rundowns diverse ideas of corporate communication concepts.

Table 2.1: Summary of corporate communication concepts

Author	Concepts
Cornelissen (2014:3)	Ways in which organisations use to communicate with stakeholders.
Hamilton (2013:4)	Formal and informal communication, non-verbal communication, written and oral communication response to organisational change.
Cornelissen (2014:3)	"An instrument of management by which all consciously used forms of internal and external communication are harmonised as effectively and efficiently as possible to create favourable relationships with the stakeholders.
Coombs (2014:22)	Corporate communication, in other words, can be characterised as management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines such as media relations, public affairs and internal communication.

Source: Adapted from Cornelissen (2014:4); Hamilton (2013:4) and Coombs (2014:22).

2.3.2 Corporate design/visual identity/corporate image

Corporate design covers all elements of corporate visual presentation, for example, corporate logo, slogan, fonts, and name, colours which are preferably used by the organisation (Paliderovaa, Bielikovab and Erika, 2015:70; Quinn, 2017).

According to Alessandri (2014:60) and Melewar (2008:81), corporate design has two fundamental purposes, firstly, it represents the company's values and philosophy, and secondly, it supports corporate communication. This means that corporate design is not just graphical in nature which is a form of visual creative representation, but also the planning of processes to achieve certain corporate goals and missions.

2.3.2.1 Logo

Corporate logo has been defined as the signature of a company with an essential communication and distinctiveness, which reflect a corporation's image (Foroudi, Melewar and Gupta, 2014:2270; Melewar, 2008:588; World Bank Group, 2017). Corporate logo presents

signature of a company, company and product distinctiveness, and reflection of the company's image and reputation (Foroudi *et al.*, 2014:2270).

Typically, a logo is designed for instant recognition. Stakeholders often identify a corporation by its logo (Lee, Rodriguez and Sar, 2012:589).

Hynes (2009:547) mentions some of the characteristics of a great logo:

- Simple, simple logos are the one's consumers can easily identify as they see them and remember the most.
- Scalable, a great logo should be simple enough to be scaled down or up and still look good.
- Memorable/Impactful, a great logo should be unforgettable in the mind of stakeholders, capture stakeholder's attentions and leave an impression (a positive impression).
- Versatile, a great logo should look equally good on any web device and on any kind of print material.
- Relevant, a great logo should be applied to the company's practice. It has to reflect what the company is doing and purpose.

Stanbic Bank Tanzania uses the same logo as the rest of other Standard Bank branches in Africa. Using the same logo assists Stanbic Bank in generating their own outstanding identity which will assist Stanbic Bank stakeholders' to differentiate the Bank from its competitors. A fully modified logo can basically illustrate one's brand values and this helps the Bank in attracting their audiences (Standard Bank, 2014). With this indicated, Figure 2.3 below shows Stanbic Bank logo.

Figure 2.3: Stanbic Bank logo

Source: Standard Bank (2014).

2.3.2.2 Slogan

Slogans are a key component of corporate design and contribute to the total identity of an organisation. In today's environment, companies employ slogans; they enhance company image, aid in its recognition and recall, and help create brand differentiation in consumers' minds (JoyceStuart, 2011:142). According to Melewar (2008:355), a slogan is a phrase accompanying a logo that encapsulates a product's appeal or mission of a company. Slogans contribute to the attainment of two main objectives: enhancing brand awareness and supporting the brand's image (JoyceStuart, 2011:142).

Stanbic Bank uses the slogan "Moving Forward" which forms part of a greater creative strategy (Standard Bank, 2014). One that focuses on making the right connections, which they believe is an integral part of achieving success. The main aim of this slogan is to make the right connections with clients, as well as their employees and in doing so they will all move forward to a brighter future (Standard Bank, 2014). According to the Standard Bank annual report (2013) "Moving Forward" is more than just a slogan: it encompasses the culture within the Bank, the common drive among everyone in the Bank to constantly be better and achieve more, that is, to "Move Forward".

2.3.2.3 Typography

A well- proportioned, clean font can make all the difference on a website, television, or even a corporate flyer (Melewar, 2008:355). Good typography creates that "There's something about that" feeling in Stakeholders' consciousness (Melewar and Karaosmanoglu, 2006:853). Figure 2.4 shows Stanbic Bank typeface.

Figure 2.4: Stanbic Bank Typeface

Source: Tanzania Bank (2015).

2.3.2.4 Colours

The colours of a company play an important role in the mind of customers, which affects customers' recognition, including opinion, impression, classification and understanding.

Colour and logo go hand in hand. Hence it is important for companies to choose the right colours to present the company (Abratt and Kleyn, 2012:1055).

Research conducted by Ad, Adr and Pascu (2012:653) disclose that all human beings make an unintentional judgment about a person, company or item within 90 seconds and that valuation is based on colour alone. This demonstrates the important role of colours in the corporate image. Colour has a powerful subconscious effect on stakeholders. An understanding of colour meanings in businesses, retail stores and restaurants is a valuable tool to get. For example, the meaning of red in business calls for action to be taken. It draws attention and energy, Green is associated with nature and healing. It stabilities the feelings and inspires compassion, Blue is associated with implying honesty, trust and dependability, Pink most used in feminine businesses. For retail stores/restaurants/cafes (blue, purple, green) have more positive effect on consumers than (red, orange, yellow) (Page, Thorsteinsson and Ha, 2012:70). With this background colours mean a lot to a company and managers should be careful when choosing colours to represent their companies.

2.3.2.5 Importance of corporate design

Corporate design is an important component of corporate identity because corporate design gives employees a sense of what is expected of them and gives customers a sense of what the company is about (Melewar, 2008:66). For example, a slogan is an important aspect of corporate design, slogans can have a powerful effect on stakeholders' perceptions of the organisation and can be useful in reminding employees of the corporate philosophy, mission and goals (Dowling and Moran, 2012:30; Flynn, 2017).

New companies must make clear new policies and catch phrases that have a strong impact on the overall company identity. Having clear slogans and logos increases consumers' retention and desire hence gaining competitive advantage (Balmer, 2014:462).

It thus can be concluded that corporate design has a dual existence (Alessandri, 2014:9). Aside from being an optical phenomenon with visual properties, it is a communicative signal that functions with other signals, like words, to form a message (Abratt and Kleyn, 2012:653). The ability of the stakeholders to decode and understand corporate design can become an obstacle to the development of a design's form and content, hence it must be taken into account if the visual communication is to be successful (Foroudi *et al.,* 2014:512). With this indicated, the table 2:2 below summaries some of the corporate design concepts.

Table 2.2: Summary of corporate design concepts.

Author	Concept	Incorporates	Function
Bartholmé and Melewar (2011:21)	Symbolism	Corporate visual identity (CVIS) i.e. Logo, name, slogan, colour and typography, company aesthetics e.g. Architecture, interior design, stationery.	Differentiating the company represents the distinctive attributes of a corporation
Bartholmé and Melewar (2011:20)	Corporate design	Jingle, logos basically all its visual characteristics.	Alignment with other dimensions of corporate identity creates an appropriate identity of an organisation.
Hu, Hu and Wang (2013:6)	Corporate design	Company name, logo, slogan, characters, interior style and visualisation.	
Alessandri (2014:6)	Corporate image	The scholars put the concept in a psychological framework when further assuming that the learning of perceptions works in two stages 1) at a low involvement and 20 through classical conditioning.	

Source: Adapted from Bartholmé and Melewar (2011:20); Hu, Hu and Wang (2013:6); Alessandri (2014:6).

2.3.3 Corporate culture

Hiller and Verdier (2014:95) defines corporate culture as shared beliefs and preferences among the members of one organisation, in particular, between the bottom and the top of the hierarchy. Such shared beliefs have important implications in organisations: Van den Steen (2010:619) expresses that common beliefs lead to more entrustment, less monitoring, higher satisfaction, higher implementation effort, quicker coordination, fewer influence activities, and more efficient communication, but also to less investigation and less information gathering.

According to Alvesson (2012:34), the relationship between culture and identity is complex, not just by the indescribable nature of and partly overlapping meanings of the terms corporate identity and corporate culture, but also by the presence of multitudes of corporate identity views and cultural group orientations in organisations. The interpretation of identity and culture varies within the organisational context. The researcher's comment that present-day organisations and employees may be more fragmented and flexible than the phrase corporate identity would propose, particularly (Zablah, Franke, Brown and Bartholomew, 2012:26; Alvesson 2012:35; Eccles, Ioannou and Serafeim, 2012:3). For corporate identity to make, as a forceful phenomenon, employees must generally agree that the organisation has certain characteristic features, that differs from others in certain ways, and that its characteristic features characterise the organisation in different circumstances and across various themes, such as decisions, actions and policies (Alvesson, 2012:35).

Below are sub-elements of corporate culture;

2.3.3.1 Corporate philosophy

Ingenhoff and Fuhrer (2010:86) defines corporate philosophy as the business mission and values formulated by the management board. Corporate philosophy exemplifies the core values and assumptions of a company that constitute the corporate culture.

2.3.3.2 Corporate values

Corporate values are the beliefs and moral principles that lie behind the company's culture. Corporate values are more likely to the organisations' everyday practices, ideologies and rituals of employees that form the corporate identity of the company (Linnenluecke and Griffiths, 2010:358).

2.3.3.3 Corporate mission

Ingenhoff and Fuhrer (2010:86) defines corporate mission as the aim for which a business exists corporate mission as the most significant part of the corporate philosophy.

2.3.3.4 Corporate principles

Linnenluecke and Griffiths (2010:359) define corporate principles as the mission and values of a company and form the basis and standard for all corporate actions happening in the organisation.

Stanbic Bank has a development culture whereby they tend to improve the societies in which they operate in. They do this by providing easy access to credit, savings and insurance products which enable people to improve their quality of life and strengthen their financial security, the provision of finance to large and small businesses which facilitates economic growth and job creation, while financing infrastructure and the development of key sectors which eases sustainability challenges such as energy and food scarcity, resource depletion and climate change this helps the Bank to remain competitive in the economy (Stanbic Bank, 2013). To add to that, the Bank has recently launched a back to basic drive programme to support small business success. Stanbic Bank also recognises its employees as one of most definitive competitive advantage. The Stanbic Bank has well-trained, skilled employees, which help the bank in understanding the markets in which they operate, understanding their customer's unique needs and how to fulfil those needs in the most effective way, this differentiates Stanbic Bank from its competitors (Standard Bank, 2015).

2.3.3.5 Importance of corporate culture

A company's culture is a truly unique identifier. For example products, strategies and techniques can be duplicated by competitors. The truly unique identifiers are the values and missions of the organisation. Company corporate culture defines the ways in which an organisation interacts with one another and how the team interacts with the outside world, specifically partners and suppliers. It's the formula that guides the team, as well as inspires and motivates employees. Corporate culture is also responsible for attracting and attaining great talent. A great company culture also attracts a great partner, which in turn, creates greater success and improves performance (Schein, 2010:7).

It can be concluded that corporate culture has a powerful influence throughout the organisation (Zablah *et al.,* 2012:26). According to Eccles *et al.,* (2012:3) identified that culture is the social energy that causes employees to act. The likelihood that an organisation will succeed in today's global economy is not determined only by its visible features such as structure, reward systems, and strategies, but also by its culture, it is, therefore, necessary and important to manage culture

and continually monitor its values and norms (Alvesson, 2012:35). With this indicated, the table 2:3 below summaries some of the corporate culture concepts.

Table 2.3: Summary of corporate culture concepts

Author	*Concept*	*Incorporates*	*Function*
Van den Steen (2010:619)	Shared beliefs and preferences among employees.	Belief and preferences.	Facilitate equilibrium in an organisation.
Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2011:56)	The pattern of shared values and beliefs.	Values and beliefs.	Supports employees understand organisational functioning and provide employees with the norms for behaviour in the organisation.
Alvesson and Sveningsson (2015:13).	Relates to employee behaviour.		Interaction among employees within an organisation.

Source: Adapted from Van den Steen (2010:619); Naranjo-Valencia, Jiménez-Jiménez and Sanz-Valle (2011:56); Alvesson and Sveningsson (2015:13).

2.3.4 Corporate behaviour

Corporate behaviour and corporate culture are interlinked. Corporate behaviour is the sum of corporate actions, which results from the corporate values that are planned in line with corporate culture (Foster *et al.,* 2010:403). Corporate behaviour is made up of employee and management behaviour.

2.3.4.1 Employee behaviour

Employee refers to the ways in which employees answer to specific conditions in the workplace (Foster *et al.,* 2010:404). There are a number of elements that determine an employee behaviour in the workplace, employees are shaped by their culture and by the organisation's culture. Personal and corporate culture affect the way employees communicate and interact with one another and with management. Additionally, an employee's belief affects his or her performance and sense of responsibility (Schein, 2010:33). For instance, in Stanbic Bank employees work as teams in the organisation. When they work in teams their priority is team

success. Stanbic Bank employees work in teams because they are assigned by managers to work in teams (Standard Bank, 2015).

2.3.4.2 Management behaviour

Senior management commonly drives the company's corporate identity to where they want it to belong this is because senior managers direct the organisation's central ideas to stakeholders through communication and behaviour they portray to their employees (Schein, 2010:33).

2.3.4.3 Importance of corporate behaviour

Corporate behaviour has a long-term effect on the overall corporate identity of an organisation. Melewar (2008:36) proposes that management behaviour, i.e. the communication and actions approaching from senior management can have a substantial influence on corporate identity. Lower level employees see senior management as role models and that management behaviour is important in setting standards and values for employee behaviour.

According to Helm (2011:658) employee behaviour affects customers and other stakeholders. Employees' actions are perceived as a reflection of the corporate identity, thus employee behaviour is generally seen as a vital component of identity. The link between corporate culture and employee behaviour is inseparable (Schein, 2010:10). For instance, if there is a culture of hard work within an organisation this will positively translate itself into employee behaviour.

In conclusion, corporate behaviour affects corporate identity and managers ought to focus on their practices they depict in the organisation (Helm, 2011:658). With that identified, the table 2:4 below presents the summary of some corporate behaviour concepts.

Table 2.4: Summary of corporate behaviour concepts.

Author	*Concept*	*Incorporates*	*Function*
Balmer (2012:1065)	Corporate behaviour.	Human resources processes, employee empowerment, support.	Strengthening corporate identity.
Pérez *et al* (2013:220)	Corporate behaviour and organisational culture.	Employee and management behaviour in the organisation that support the organisational culture.	Strengthening corporate identity.

Abratt and Kleyn (2012:1050)	Corporate behaviour divided into employee behaviour and management behaviour.	Employee behaviour, management behaviour, the ability to represent a company's values.	Representing the company through management and employee behaviour.

Source: Adapted from Balmer (2012:1065); Pérez et al (2013:220); Abratt and Kleyn (2012:1050).

2.3.5 Corporate structure

Corporate structure is a component of corporate identity and it consists of brand structure and organisational structure (Melewar, Sarstedt and Hallier, 2012:1).

2.3.5.1 Brand structure

Corporate branding is about creating differentiation and preference of products or services to consumers (Melewar *et al.,* 2012:1).

2.3.5.2 Organisational structure

Organisational structures are classified into formal and informal organisational structures and the difference between the two has been lengthily discussed (Naqshbandi and Kaur, 2013:188). Formal structured organisations are characterised to be more bureaucratic and consist of guidelines, rules and procedures, problematic integration across functions, less freedom and flexibility which leads to behaviour programme and strict enforcement of rules, thereby increasing predictability of performance (Naqshbandi and Kaur, 2013:188).

In contrast to formalised organisational structures, an informal organisational structure is characterised by freedom in the system. Alrubaiee and Al-Nazer (2010:155) propose that in less formalised organisations, job profiles are moderately less controlled and employees have greater independence to perform their relevant tasks. This freedom offers an opportunity for activities that can be potential innovations and creativity. Informal organisational structures, by virtue of their flexibility and freedom, enable and improve innovativeness and creativity by encouraging new ideas (Alrubaiee and Al-Nazer, 2010:155).

In conclusion, corporate structure decides how power and responsibilities are managed, controlled, and composed, and how information streams between the distinctive levels of management. With this predetermined, the table 2.5 below presents the outline of some corporate structure concepts.

Table 2.5: Summary of corporate structure concepts.

Author	Concept	Incorporates
Melewar *et al* (2012:17)	Corporate structure.	Consists of brand and organisational structure.
Alrubaiee and Al-Nazer (2010:155)	Corporate structure.	Three approaches to structure corporate identities i.e. monolithic, endorsed and branded structures.
Diefenbach and Sillince (2011:1520)	Organisational structure.	Formal and informal organisational structures.

Source: Adapted from Melewar et al (2012:17); Alrubaiee and Al-Nazer (2010:155); Diefenbach and Sillince (2011:1520).

2.3.6 Corporate strategy

Nelson and Sharon (2011:1217) and Otubanjo, Amujo and Cornelius (2010:160) identified the relationship between corporate strategy and identity in their conception of corporate identity. Likewise, Abratt and Kleyn (2012:1050), revealed a link between corporate strategy and identity through corporate personality. The corporate identity of the organisation is concerned with what the organisation is and what it seeks to be and includes two parts. First, the strategic choices made by the organisation including the organisation's mission, vision, strategic intent, values and corporate culture and, secondly the corporate expression, which is also part of the corporate identity (Abratt and Kleyn, 2012:1050). Corporate strategy has two elements: differentiation and positioning strategies. Differentiation strategy pertains to the specific strength of an organisation and how it chooses to compete with these strengths. Positioning strategy, on the other hand, is associated with the identity that an organisation strives for (Abratt and Kleyn, 2010:1050).

2.4 Factors that build up a strong corporate identity in an organisation

The aim of this section is to provide literature on the factors that build up a strong corporate identity which leads to a good corporate image and competitive advantage. There are extra

and intra-organisational factors that build up a strong corporate identity. Figure 2.5 below illustrates the extra and intra- organisations factors.

Figure 2.5: Illustrates the extra and intra-organisation factors

Extra-Organisational factors

Media attention, external recognition

Intra-Organisational factors

Board of directors, top management team, Human resources, practices and internal communication

Industrial ranking, external communication
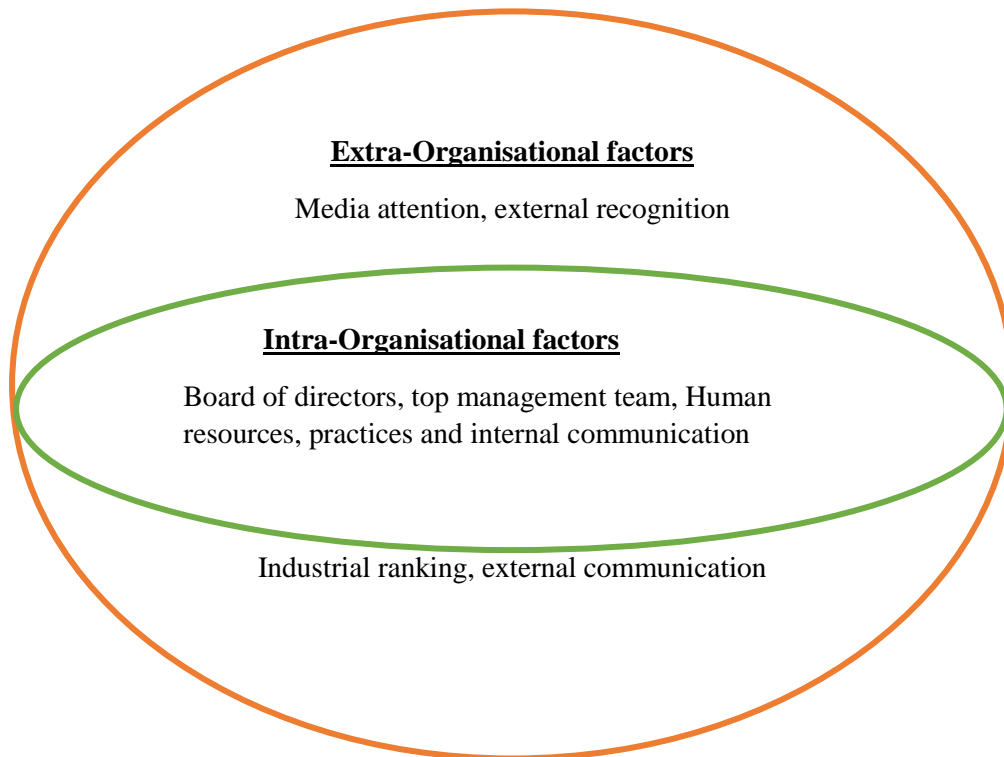
Source: Adapted from Dhalla and Carayannopoulos (2013:151).

2.4.1 Extra-organisational factors

2.4.1.1 Media consideration in organisations

Media accept an imperative part in how organisations are evaluated and studied by their accomplices and the part of the media in supplementing information on progressive strategy and execution is predicted to continue expanding (Schultz and Hernes, 2013:3; Kirchner, 2010:2; Hatch and Schultz, 2009:120). As showed by Hatch and Schultz (2009:120) media is seen by accomplices to give information on definitive things, various levelled framework, shapes, organisation essential initiative and corporate social obligation. Incredible media thought will achieve a perfect and strong corporate picture, and a decent and the charming corporate image will strengthen accomplice impression of a perfect and engaging corporate character. Media, if honest to goodness regulated, could support an affiliation's photo. It is likely that accomplices will consider information got from the media and different self-sufficient sources as overwhelming (Petkov, Rindova and Gupta, 2013:867).

2.4.1.2 External acknowledgement

According to Dhalla and Carayannopoulos (2013:152) getting unmistakable respects for accomplishments from dependents and stakeholders will be seen by various levelled accomplices as an essential achievement that places an organisation at a higher rank inside the business conversely with its opponents. Winning respects are in like manner considered as an image of accomplishment in an affiliation. External certifications through winning outside distinctions will point out an affiliation's quality. This affirmation will be seen as an appearance of the achievement of the organisation and will certify, legitimise and encourage fortify the corporate identity of an organisation (Muis, Yusuf and Hamid, 2014:297; Kjærgaard, Morsing and Ravasi, 2011:517; Brammer and Pavelin, 2008:121).

For example, According to Stanbic Bank (2013), Stanbic Bank Tanzania has won more than three respects in organisation quality and shopper devotion, this affirmation strengthens the identity of the Bank in this manner the Bank accomplices will see this outside respect as a helpful evaluation. The more respect the Bank wins, the more grounded the Bank accomplice's confidence in the character of the Bank. Furthermore, organisations are required to use respects and affirmation as the outside indication of achievement (Dhalla and Carayannopoulos, 2013:151).

2.4.1.3 Industry rankings

Rankings possibly essential to accomplices as the lower game plan in the positions possibly suggest that organisation's status is lower than that of the contenders (Brammer and Pavelin, 2008:121). Affiliations arranged higher in the rankings will generally achieve higher costs than those with lower status (Dhalla and Carayannopoulos, 2013:153). Higher position in rankings prescribes to progressive accomplices that the inside qualities of their organisation are regarded higher by the outside gatherings of spectators than those of the contenders. High rankings indicate accomplishment, as needs are fortifying the corporate identity (Bitektine, 2011:153; Shamma and Hassan, 2009:327). Industry rankings circulated in media, for instance, business magazines are acknowledged to present purposes of enthusiasm upon affiliations and develop the status of an organisation in the business (Dhalla and Carayannopoulos, 2013:153).

2.4.1.4 External correspondence

Data about the corporate identity is imparted through authority authoritative correspondence, for example, publicising and leaflets (Hatch and Schultz, 2009). Correspondence with outside groups of onlookers is by and large an endeavour to build up a hierarchical image that mirrors

the authoritative attributes to urge the outer gatherings of people to recognise and judge the organisation as positive, alluring and fulfilling. It is normally trusted that outer correspondence influences the outside partners' impression of the qualities and character of the organisation (Dhalla and Carayannopoulos, 2013:154).

2.4.2 Intra-organisational factors

Notwithstanding outer elements, organisations can significantly impact and develop their corporate personality by deliberately dealing with the intra-authoritative variables that frame their inward centre qualities. According to Dhalla and Carayannopoulos (2013:157) distinguished four key intra-hierarchical components, in particular: governing body, best administration group, human asset administration rehearses and interior correspondence. The accompanying area, each of these intra-hierarchical components is talked about. It is likely that there might be other intra-hierarchical components that impact corporate character; notwithstanding, that will be for further future academic examination.

2.4.2.1 Board of executives

Corporate personality appears through the middle-level business strategies, mission, exercises and essential initiative (Shahri, 2012:298). Best administrative staff exceptionally impacts corporate lifestyle as they have an abnormal state of effect over various levelled mission, qualities and strategies. The administering body is in charge of setting clear destinations and missions for an organisation and they are moreover accountable for the senior organisation gather and the authorisation of any essential action to be grasped by the organisation to finish legitimate goals (Tuggle, Sirmon, Reutzel and Bierman, 2010:951). The decisions made by the top administrative staff exhibit what the proprietors of the organisation wish for the affiliation. Considers have exhibited that central's reputation is a basic thought while selecting people for a board for both political and monetary reasons (Tuggle *et al.,* 2010:953). For example, an organisation that goals to construct a character of forefront progression ought to hand-pick people for its board that have a reputation for being a powerful part of that industry moreover be known to be experts in that field. A frontline organisation that picks a board known for its gathering limits will make a conflict between its definitive identity and the board character and in this way targets of the shareholders.

2.4.2.2 Senior management

According to Dhalla and Carayannopoulos (2013;156), the corporate photo of an organisation is foreseen through the traits of the senior organisation bunch. It is suggested that corporate

identity can be to a great degree influenced by people from the senior organisation assemble and the affiliation's senior organisation gather invigorates and supports corporate identity through key fundamental administration and arranging destinations (Tuggle *et al.,* 2010:953). The senior administration has the most power inside the relationship, for instance, checking resources of the affiliation, itemising fundamental arranges and ensuring that the organisation is gone in the heading it has chosen by the directorate. Senior organisation assemble impacts corporate identity through power capacities, organisation sharpens and key fundamental initiative (Tuggle *et al.,* 2010:953).

2.4.2.3 Human resource management (HRM)

HRM sharpens influence the internal constituents of an organisation and is in this manner a fundamental ascertain the improvement of corporate identity (Dutton, Roberts and Bednar, 2010:270). An affiliation's HRM rehearses, for instance, labourer progression programme a basic part of an organisation of hailing what is the basic and focal point of the affiliation.

2.4.2.4 Employee progression programme

Specific exercises in an affiliation's arrangement and progression of its delegates hail key focus characteristics of an organisation (Dutton *et al.,* 2010:270). Agent change activities are best when they are interlocked with an affiliation's essential course of action (Dhalla and Carayannopoulos, 2013:157). Affiliations that about conform its agent change programme with its inside traits will strengthen its definitive identity. A delineation would be, an organisation centred around its readiness and change programme signals its longing to be learning organisations an inside trademark. The grouping of getting ready tasks and exercises passes on a strong message of the key properties of an affiliation's identity and unmistakably demonstrates that these inside qualities are basic to the affiliation. This will strengthen the corporate identity of the affiliation.

2.4.2.5 Internal communication

Additionally, as with outside correspondence, internal correspondence accept a key part in transmitting appropriate signs to the progressive labourers. Inward correspondence gives the organisation between the affiliation, its organisation and within constituents. It is the mode in which the organisation hails and teaches various levelled specialists the definitive activities, mission, practices, goals and qualities, which are key pointers of corporate character. An organisation that as frequently as could be allowed passes on its imperative exercises makes the character it wishes (Dhalla and Carayannopoulos, 2013:159). For example, dependably and

again and again granting an affiliation's yearning to twist up the greatest bank in the market to various levelled people through inward specific instruments, for instance, releases, memoranda, email and social affairs will unmistakably demonstrate this vision to legitimate agents. This vision will get the opportunity to be managed and definitive agents will begin to recognize this trademark with the organisation this will in like manner invite to a perfect corporate identity.

2.5 Corporate identity management (CIM)

The main objective of this study is to explore the strategic dimensions that Stanbic Bank applies in developing its corporate identity that improves Stanbic Bank's image, profitability and performance against its competitors in the industry. This section is critical to the study as it provides literature on how managing corporate strategy leads to developing a sustainable corporate identity. This section will provide the link between strategy, corporate identity management mix (behaviour, communication and symbolism) and corporate identity that leads to improved organisational performance and competitive advantage.

Corporate identity describes the image and personality of an organisation. Organisations use corporate identity to differentiate themselves with other organisations in order to create a unique position in the environment in which it operates (Arendt and Brettel, 2010:1478). The main aim of CIM is to create a positive corporate identity with organisation's stakeholders. Creating a positive identity to organisation's stakeholders increases higher chances of stakeholders buying more company products or services which increase profitability (Balmer, 2012:1065; Bartholmé and Melewar, 2011:94; Christensen and Cornelissen, 2010:385). The identity of an organisation might differ across stakeholder groups, Karaosmanoglu, Banu Elmadag Bas and Zhang (2011:1418) suggest that there is a mutual internal platform for identity management that reflects consistent messages about the organisation so that a trustworthy and respectable corporate image is communicated across stakeholders. With this specified, figure 2.6 below presents interaction between corporate identity, organisational performance and competitive advantage.

Figure 2.6: Interaction between corporate identity, organisational performance and competitive advantage.
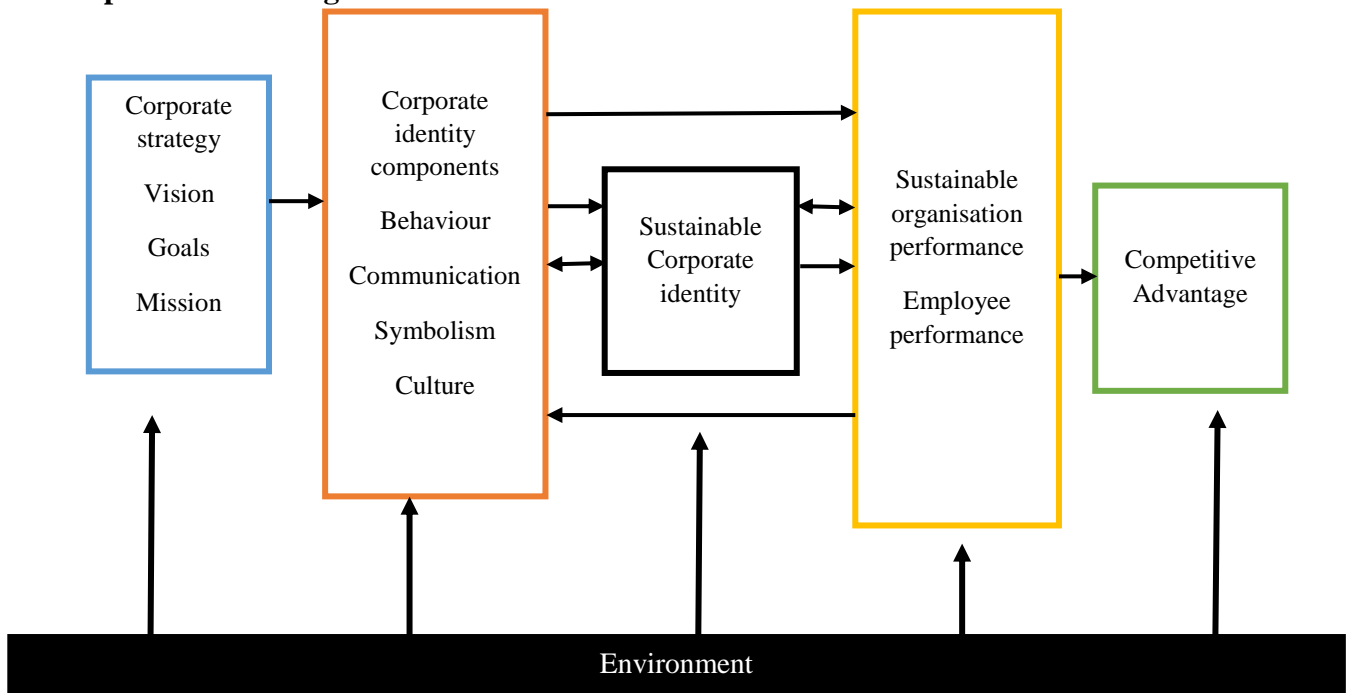
Source: Adapted from Van Riel and Balmer (1997:149).

A positive corporate identity gives an organisation a competitive advantage (Arendt and Brettel, 2010:1487; Balmer, 2012:1065). The literature on corporate identity sees CIM has taken into account in an organisation's corporate strategy (Kantanen, 2012:57; Heikkurinen and Ketola, 2012:331; Clarke *et al.,* 2009:325) and the three parts of the corporate identity mix (behaviour of organisational members, communication and symbolism) in order to obtain a favourable corporate identity (Illia and Balmer, 2012:427) which results in improved organisational performance (Bartholmé and Melewar, 2011:94). Corporate identity and performance are also influenced by the changes in the external environment such as changes in the behaviour and preference of consumers, external recognition of the organisation, industrial ranking, and external communication (Dhalla and Carayannopoulos, 2013:158).

Performance measurement has been defined as the procedure of measuring action, where measurement is the procedure of quantification and action leads to performance" (Pinheiro deLima, Gouvea da Costa and Angelis, 2009:40; Küpper, Jung, Lehmkuhl, Walther and Wieneke, 2014:131). From the standpoint of management, companies realise their goals, for example, they perform by satisfying their customers' needs with better efficiency and effectiveness than their competitors. It has also been usually explained that they are two

dimensions of organisational performance, namely efficiency and effectiveness (Zheng, Yang and McLean, 2010:765).

Paul, Dutta and Saha (2016:79) also specified that having a unique corporate culture leads to organisational performance. Thus, workplace spirituality such as generativity, honesty, fairness, compassion, respect, accountability, and trust will give an impact on individual employees; and will lead to higher productivity and will improve organisational performance. Furthermore, such organisations reportedly grow faster, increase efficiencies, and produce higher returns on profits.

2.5.1 Corporate identity and strategy

Strategy is about growing a business through the efficient allocation of organisational resources (Augier and Teece, 2009:412). Steiner, Sundström and Sammalisto (2013:410) affirms that strategy is what an organisation does to counter the challenger's real and foreseen moves. These moves are combined with the external and internal processes affecting the organisation. Manhas (2010:18); Thompson, Strickland, Gamble and Peteraf (2015:102), deposes that goal specify what a business wants to achieve and strategy is the game plan for getting there. For Porter, (2011:10) strategy is about being different and unique from the competitors. It is about selecting different sets of actions to convey an inimitable mix of values. These definitions are about competitive positioning, differentiation and adding value.

Other definitions of strategy include the following (Young, Tsai, Wang, Liu and Ahlstrom, 2014:336; Bryson, Crosby and Bryson, 2009:18; Thompson, Strickland, Gamble and Peteraf, 2015:102).

- Strategy as a plan: describes the means, rules and activities which the organisation will pursue to achieve its goals and mission.
- Strategy as a pattern: discloses the organisation's goals, purposes and directions.
- Strategy as a position: asks the question about the quality of product or services, and the segment of the market to a position in to make a difference, create value and deliver customer gratification.
- Strategy as a perspective: is having the vision about the direction of the organisation, and taking the decisions and actions to get there.

According to Madu (2013;2), the main purpose of formulating strategy is to outdo the competition, establish a transformation in the market and to maintain already achieved the position. These strategic expectations are articulated by vision. The way organisations perceive

strategy is different, but in all cases, it is a means being ahead of organisation competitors. There are strategies at all levels of the organisation and these include; the corporate strategy, the business strategy, the operations strategy, the functional strategy, the marketing strategy, the financial strategy and among others.

Corporate level strategy recognises the group of businesses/department that form the company and how these businesses/departments are related to each other. Diversification, globalisation, mergers, consolidation and acquisitions are all examples of corporate level strategies. The business level strategy recognises and builds the strength the business needs in its long-term competitive position in the marketplace. Achieving competitive advantage allows a business to differentiate its products or services from those of competitors. Business strategy includes cost leadership and product or service differentiation. Operational and functional level strategy identifies the straightforward actions that each operational unit or department will follow in order to help the business attend competitive advantage. These strategies and sub-strategies are linked to the main corporate strategy (Madu 2013:2; Porter 2011:10; Emerson, João and Silveli, 2009:48; Ronda-Pupo and Guerras-Martin, 2012:165).

According to Madu (2013:2), effective strategies need that the organisation has the capabilities of understanding the requests and values of consumers. Strategies make future plans for an organisation (Porter, 2011:10). Strategic plan directs the organisation to make applicable decisions about the choice of substitute actions in the apportionment of organisational resources to achieve targeted goals. The role of planning in the strategic process is to support the successful implementation of the strategy (Madu, 2013:2).

Steiner et al. (2013:411) emphasises that effective strategies are collections of interconnected strategies. These collections laid out a company's plan of actions over a period of time, which is overturned as substantial new information's for the company. Thompson et al. (2015:120) state that organisations implement competitive strategies to draw consumers, compete successfully, grow the business, conduct operations and attain targeted objectives and goals. To this end, Porter, (2011:11) argues that strategy is a combination of ends-goals that which the company aspires to achieve and means-policies by which it seeks to achieve these goals. According to Porter (2011:11) organisations attain superiority only when they are exceptional, and do things in a way that rivals cannot duplicate.

According to Shahri (2012:298), the understanding of the relationship between corporate identity and strategy widely depends on how the two concepts define. Therefore, in order to

appreciate the power of a correct understanding of corporate identity, it is helpful to establish a common ground on what strategy is, and what type of process a firm can adopt in defining its strategy.

He and Balmer (2013:406) stated that corporate identity and strategic management is communicated by a systematic methodology, which pursues to address four critical questions, namely: who you are, what you do, how you do it and where you want to go. The implication from He and Balmer (2013:406) is that the CIM process requires senior managers embracing a sequential mindset; one that accommodates the present and the future. A similar perspective is also seen by (Balmer *et al.,* 2009:7).

Balmer et al. (2009:7) indicated how formulating competitive strategies lead to developing a sustainable corporate identity. Balmer et al. (2009:7) perspective can be detected in his early articles of corporate identity and strategies of 1991:442 and 1998:96. The latest version of Balmer's ACID Test (see: Balmer *et al.,* 2009:7) stresses the importance of explaining and attaining dynamic alignment between six identity types:

- An organisation's defining trait (actual identity).
- Its corporate communications (communicated identity).
- Its corporate brand promise (covenanted identity).
- Stakeholder perceptions and reputations (conceived identity).
- The future orientated and strategically planned identity (ideal identity).
- The future orientated identity traits as conceptualised by senior managers (desired identity).

In explaining the nature of the identity/strategy He and Balmer (2013:407) cite that strategy can meaningful shape corporate identity and corporate identity that should be regarded as an integral part of the strategic planning process (strategic orientation process). Earlier scholarship, for example, Melewar and Jenkins (2002:78) agreed with He and Balmer (2013:408) with a conclusion that strategy is a key element of the corporate identity mix and leads to competitive advantage including strategy, structure, communication and structure.

2.6 The theoretical framework of the strategic dimensions of corporate identity and strategy.

The study focuses on developing sustainable corporate identity strategies: A case study of Stanbic Bank, and more specifically, strategic dimensions that are used to develop a sustainable corporate identity. This section discusses the theoretical framework of the study. It explains

the strategic dimension processes. Strategic management organises the resources and functional areas to meet organisations' goals. When the corporate identity as a strategic asset and resources of an organisation are considered, the strategic dimensions of this interaction should be identified in the strategy formation process. Strategic dimensions are the areas of the organisation's strategy-making process that is affected by corporate identity (Shahri, 2012:299).

Shahri (2012:298) states, there are three strategic dimensions for engaging corporate identity and strategy. These are shown in the theoretical framework below. With this specified, Figure 2.7 below presents the theoretical framework of the strategic dimensions of corporate identity and strategy.

Figure 2.7: The theoretical framework of the strategic dimensions of corporate identity and strategy
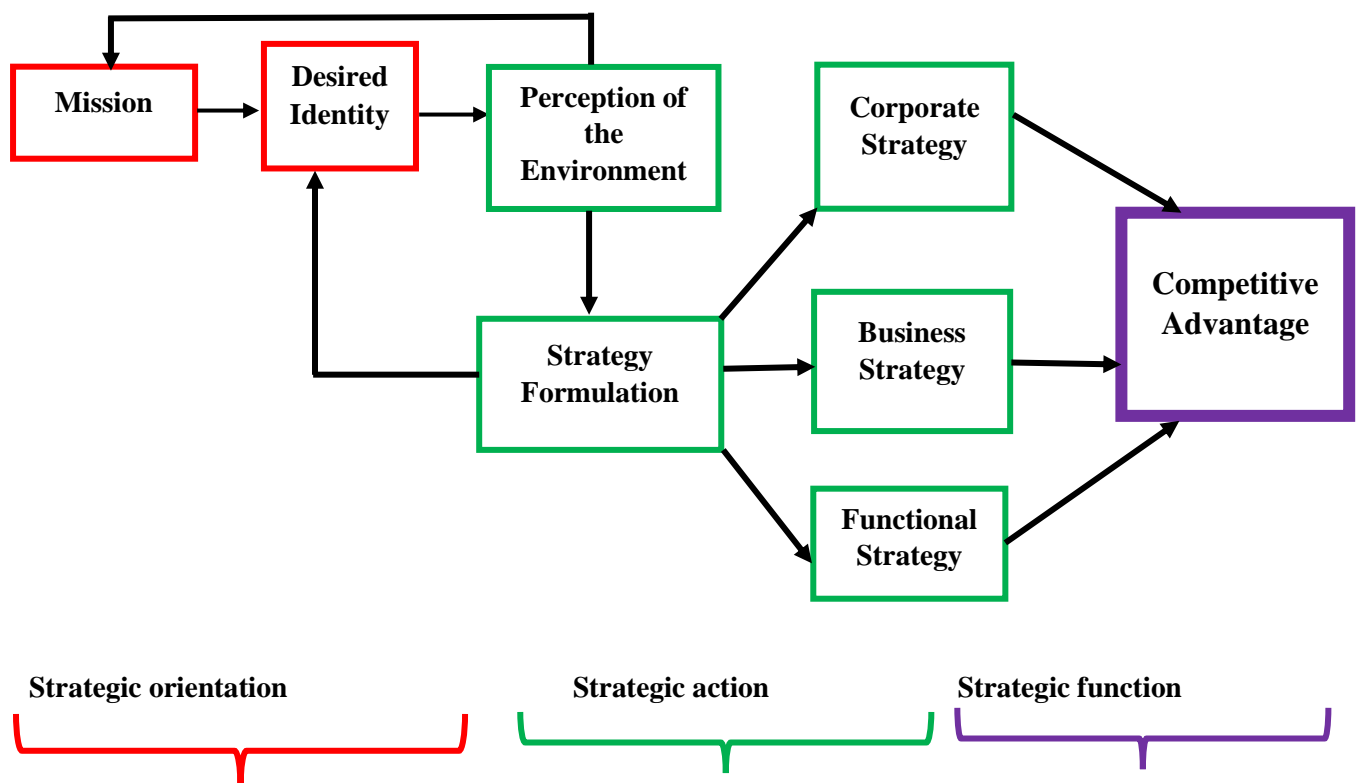
Source: Adapted from Shahri (2012:296).

2.6.1 Strategic orientation

The first strategic dimension of interaction between corporate identity and strategy is organisation's strategic orientation (Shahri, 2012:296). Strategic orientation recognises: mission statement indicating the reason for existence of the organisation, vision statement defining the future position of an organisation, values statement, including, core beliefs, a

SWOT analysis, competitive advantage showing the organisation's efficiency and short/long-term strategic objectives (Theodosiou, Kehagias and Katsikea, 2012:1061; Cadez and Guilding, 2012:485). The strategic orientation process supports organisations in clarifying future direction, crafting defendable decisions and solving major problems (Karadal, Çelik and Saygın, 2013:763).

Mission, values and vision are the living images of an organisation that show the organisational directions (Shahri, 2012:297). Madu (2013:2) defines the mission statement as the document that organisations use to distinguish themselves from other similar organisations, and it reflects the values and goals of the organisation. Avci, Madanoglu and Okumus (2011:148) defines values as the organisational detailed characteristics that determine the way of thinking, behaviours and responses to the events.

According to Tidwell (2016:2) a possible structure for corporate value system consists of three value categories;

- The first value category is core values telling the attitude and character of an organisation such as trustworthiness, honesty, openness and integrity.
- The second value category is duty values that the organisation has voluntarily chosen to subscribe to for example extensive programme for health, safety and environment.
- The last one consists of consequential values being end impacts of organisational activities. Consequential values are identified with stakeholders such as end products or services.

Mission statements commonly address features like customers, products/services, location, and use of technology, concern for survival, philosophy, self-concept and concern for the public image (Madu, 2013:2). Madu (2013:2) recommend three broad dimensions of the mission development process: the reason for being, value generation and domain of operation.

According to Abratt and Kleyn (2012:1050), mission is a brief expression of corporate purpose. The perspective of a corporate vision, on the other hand, is more forward-looking. Vision will specify the desired status of the company in the future (Madu, 2013:3). A company's identity, and thus its core philosophy and values, can be communicated through mission and vision statements (Shahri, 2012:299). On the whole, mission and vision statements provide a significant channel for communicating essential values and norms to target groups such as consumers, shareholders, and employees. The mission and vision statement forms part of the

corporate identity that is shown to the stakeholders and is therefore of utmost importance (Ingenhoff and Fuhrer, 2010:86).

According to Ingenhoff and Fuhrer (2010:87) asserts that strategic vision is concerned with where the organisation is going and why it is good to go there while company mission statement deals with the present business opportunity and purpose that is who are we, what do we do, and why we are here. The study by Ingenhoff and Fuhrer (2010:87) further mentioned that a company's mission defines the segment of customers, the company seeks to satisfy, the market segment it seeks to serve, and the resources deployed to achieve the purpose. If a company's mission is to have any managerial value or reveal anything useful about its business, it must direct attention to the particular market segment in which it operates, for example the buyer needs it seeks to satisfy, the customer groups, the market segment it is trying to serve and the types of resources it is deploying to please this group of customers. An effectively worded mission statement typically describes the company's present business scope and purpose (Ingenhoff and Fuhrer, 2010:87).

Defining and setting goals form the organisation's mission, which makes up the identity and personality of the organisation and also it creates the personality and behavioural coordination in the organisation (Shahri, 2012:298). According to Madu (2013;2) clear mission statements help the organisation to determine the favourable identity for the future and clears organisation, direction for employees and managers which will lead to good corporate image and competitive advantage for example, for the purpose of organisational change, organisations start to chart a vision of what the organisation seek to be. To enable an organisation to become the certain type of organisation, some organisations undertake strategic initiatives to bring substantive changes to the organisation before that type of identity is claimed (Shahri, 2012:298).

Proposition 1: Clear articulation of corporate identity during the time spent vital introduction roots the arrangement of hierarchical objectives and the targets of the partners at now and the future which prompts to competitive advantage.

2.6.2 Strategic actions
When the organisational missions and goals are set with a clear emphasis on building sustainable corporate identity and competitive advantage, some actions should be taken based on the perception of the environment (Shahri, 2012:298). Darnall, Seol and Sarkis (2009:173) state some of the environmental factors that affect the perception of stakeholders. Examples of these factors are; privatisation programmes, the quality of the service, increased competition

in the service sector, public expectation of corporate social responsibility, mergers and acquisition and globalisation.

Strategic action is a "process to recognise areas of right practice to achieve organisational goals in the direction of the organisation's mission and philosophy" (Shahri, 2012:297). In other words, strategies should reflect the environmental analysis and result in achieving the organisational mission and goals. Madu (2013:2) defines strategic action plan is a way to make sure organisation's vision is made concrete to the stakeholders. It basically describes the ways an organisation will use its strategies and resources to meet its objectives. According to Bryson (2011), a strategic action plan consists of a number of action steps and each action step should include the following information.

- What actions?
- Who will carry out these actions to achieve the organisational vision and mission statement?
- By when will the actions take place, and for how long?
- What resources (money, staff) are needed to carry out the actions?
- Communication (who should know what?)

According to Shahri (2012:297), each organisation has its own identity, which is less or more unique. Corporate identity is a strategically planned conception. This conception is fulfilled by communication inside and outside, and by the company's behaviour. Strategically planned corporate identity is successively satisfied with the concrete behaviour of the organisation (Shahri, 2012:297). Corporate identity is shaped for a long time and it is continuously formed. From time to time it is imperative to re-evaluate corporate identity in harmony with the organisational vision and mission statement, organisation structure, new expansion, differentiation, acquisition, fusion, market conditions and among others (Paliderova *et al.,* 2015:288). To add to that, strong corporate identity also helps to identify the company's position in the environment and as a strengthen factor considered in defining the strategy (Shahri, 2012:298).

Under the strategic action process Shahri (2012:299) identities, three organisational strategies, i.e. 1) corporate strategy- the master plan of a company, 2) business strategy- the basis of achieving competitive advantage, 3) functional strategy- the game plan for a particular function.

According to Abratt and Kleyn (2012:1050) and Korganisational strategies, at every level of implementation, have the purpose of:

- Constructing a valuable organisational competencies and capabilities;

- Making moves that create sources of competitive advantage; and

- Integrating functional department strategies.

2.6.2.1 Corporate strategy

Corporate strategy is the overall scope and direction of an organisation and the way in which various business operations in the same organisation will work to achieve the stated organisational goals and missions (Freeman, 2010:31).

The main objectives of corporate strategy found in a company are to create added value and maintain on the long run competitive advantage (Livengood and Reger, 2010:50; Wirtz, Schilke and Ullrich, 2010:279). Determining goals and missions, regardless of the corporate strategy will not be possible. Examples of great corporate strategies include the stability strategies, the growth strategies such as the integration strategies or merger, the focus and diversification strategies, defensive strategies and retrenchment strategies (Shahri, 2012:297).

2.6.2.2 Business strategy/competitive Strategies

Business strategy/competitive strategy's emphasis on refining the competitive position of products and services in a business or the market segment and they include four dimensions: markets and products, investment, functional strategies for competing in a market where they are needed (Augier and Teece, 2009:412).

Corporate identity works as a facilitator of differentiation and competitive advantage on the level of business strategy. As it was identified in the definition of corporate identity, one of the characteristics of corporate identity is its distinctive feature (Abratt and Kleyn, 2012:1050). Thus, strong identity strengthens the image, and the image will be a foundation for customer perceptions and will create the unique position in the market and the industry which will lead to competitive advantage (Shahri, 2012:297).

2.6.2.3 Functional strategies/operational strategies

Functional strategy is an area of operations management based on a specific department or discipline within an organisation, such as human resources, finance or marketing. To say that a business has a functional level strategy for product development, for instance, means that the

company has developed a strategy for selling its goods and services to customers. Functional business strategy is part of an organisation's wider strategic plan and corporate strategy (Slack, 2015).

This is also similar to Shahri (2012:297) definition of functional strategies, Shahri (2012:297) defines functional strategies as a set of executable programmes that are controlled based on the requirements that are characterised by corporate strategies. They set the philosophies of the main strategy to the operationally designed activities to achieve annual goals as stated in the mission of the organisation. The difference between functional and operational strategy is that operational strategy seeks to deal with all of the minutiae that encompass the organisation's day-to-day routine, for example, filing invoices, scheduling employee shifts and dealing with customer complaints. Operational strategy sees resources as a means to an end of effectively managing the business (Slack, 2015:40).

Functional strategies normally determine the future competitive advantage due to its managerial and operational nature. Corporate identity involves all functional areas of organisations. For example, corporate identity is effective in market strategy due to the formation of the brand and the future position of the company (Shahri, 2012:297).

Proposition 2: Strong corporate personality prompts to the correct plan of corporate technique and causes the adequacy of focused methodologies and operational procedures.

2.6.3 Strategic function

Shahri's (2012:299) specified that strategic function is mainly concerned with the ways in which an organisation will achieve its stated goals. The most important role of corporate identity is creating competitive advantage. Competitive advantage includes the sets of factors and the capabilities that encourage the organisation to show better performance than competitors in the same industry (Shahri, 2012:10).

According to Amini, Darani, Afshani and Amini (2012:193) acquiring and creating competitive advantage and stabilising it are two important factors in competitive advantage. In order to create competitive advantage, senior managers must focus on the exploitation of intra-organisational and environmental resources which are considered special to sustain competitive advantage.

Suggestion 3: If the corporate identity is considered as a centre skill in the organisation, it prompts to feasible competitive advantage.

2.7 Conclusion

The chapter discussed literature on corporate identity. It outlined the six main components (corporate communication, corporate design, corporate culture, corporate behaviour, corporate structure and corporate strategy) of corporate identity and how there are presented in Stanbic Bank. The chapter discussed the importance of each component of corporate identity in improving the organisation performance and image. The chapter further discussed the extra and intra-organisational factors that build up a strong corporate identity. The extra-organisational factors include; media attention, external recognition, industrial ranking and external communication. Intra-organisational factors include; board of directors, top management team, human resource practices, operations and internal communication.

The chapter discussed the importance of corporate identity management (CIM). Lastly, the chapter also discussed the theoretical framework of the study. Under this section, three strategic dimensions of engagement, corporate identity and strategy were discussed. Strategic orientation, which indicates the nature, quality and direction of the organisation of the mission or philosophy, values and vision of the organisation. Strategic action, the process of determining the proper performance to achieve organisational goals, mission and philosophy with an emphasis on the role of identity in the three level strategies; corporate level, business level and operational level, ultimately strategy function that results in the competitive advantage. The following chapter discusses the research methods that were adopted for this study.

CHAPTER THREE
RESEARCH METHODOLOGY

3.1 Introduction

The previous chapter provided a literature review of the study. This chapter describes the method and procedures that were used to conduct the study. It includes research design, data collection methods and procedure for data analysis.

Research methodology is the term used to define the methods, procedures and techniques that are used to answer research problems (Pickard 2013: xviii). This chapter points out how the research was carried out. In order to select a best-fit approach for this chapter, a research onion will be applied. The research onion shows the different aspects of the research process from research philosophy on the outer layer of data collection and data analysis in the core. The researcher used ideas of research onion approach to explain the steps that were followed in carrying out the research. According to Saunders, Lewis and Thornhill (2009:107), "the main layers of research onion are research philosophy, strategy, choices, time horizon, techniques and methods of data collection".

3.2 Research philosophy

The term research philosophy refers to "development of knowledge and the nature of the knowledge" (Saunders *et al.,* 2009:107). Positivism, realism, interpretivism, objectivism, subjectivism, pragmatism, functionalist, interpretive, radical humanist and radical structuralist are some of the various philosophies that can be used in a research study (Pickard, 2013:06; Saunders *et al.,* 2009:107). Research philosophies have an impact on the selection of the methodology and methods for the research (Pickard, 2013:07). With this specified, the table 4.1 below describes and defines the main four types of philosophies.

Table 3.1: Four main types of research philosophies.

Philosophy	Definition	Strength	Weakness	Fit/unfit to the study
Positivism	Refers to social research that adopts a scientific method such as questionnaires and meticulously tests hypotheses by means of data that take the form of quantitative measurements	It takes a quantitative approach, hence more reliable. It provides objective information that researchers can use to make scientific assumptions	Because it is science oriented, the philosophy makes the approach inflexible.	Fit to the study
Realism	Reality exists independently of observers.	Flexible and encourages logical and real thinking amongst selected groups.	It is not structured as positivism.	Unfit to the study
Interpretivism	This is regarded as observing the details in a situation to either discover the reality or to understand the reality behind details of the situation Interpretivism does not seek generalisability of situations since many business situations are unique and lack the repeatability of situations.	This approach allows researchers to get close to participants to interpret their subjective understanding reality and appeals to the researcher as way of obtaining depth understanding.	Results may change anytime.	Fit to the study
Pragmatism	Focuses on results rather than principle associated with an idea.	Different philosophic approaches can be used	There is a tendency to disregard findings in favour of a recent finding	Unfit to the study

		together	from research

As this research aims to explore the strategic dimensions that Stanbic Bank uses in developing its corporate identity, which helps in improving the Bank's image, profitability and performance against its competitors in the industry, this research intends to follow interpretivism and positivism philosophy. An Interpretivism philosophy was adopted in this study because it helped the researcher to get close to Stanbic Bank participants and interpret their understanding of strategy and corporate identity and how the Bank applies different strategic dimensions in developing a respectable corporate identity. This philosophy also supports the use of qualitative methods such as in-depth interviews which were used in this research. The results gathered in this research may not be suitable for generalisation which, according to Interpretivism is not of high priority. Positivism philosophy was used in testing the theoretical framework which leads to the formulation of the research objectives of the study. The research objectives were then used to design the research questionnaire and interviews for the study.

3.3 Research approach

According to Saunders et al. (2009:110) "The research approach indicates whether the use of theory is explicit within the research design". Inductive and deductive are the two main types of research approaches (Saunders *et al.,* 2009:109; Jonker and Pennink, 2010:29).

In deductive approach, several theories are analysed in order to obtain answers to the research question. Initially, it starts with generalised statement and concludes with specified answer (Saunders *et al.,* 2009:110). The deductive approach is also referred to as top-down approach or testing theories (positivism) whereby the researcher works his way down from a broad statement (theory) and ends up at a conclusion by means of data collection and data analysis (Pickard, 2013:9). On the other hand, an inductive approach develops the theory with the use of collected information. Consequently, it is also called as building a theory or bottom up approach. This technique initially starts with particular observation and later it expands to generalisation and broader theories (Lodico, Spaulding and Voegtle *et al.,* 2010:10).

This research has a deductive methodology because there are various studies that have been carried out earlier. Chapter two illustrated and explained the theoretical framework which lead to the formulation of research objectives and questions. The researcher used the top-down approach whereby the theoretical framework was used to form the research objectives. The

research objectives were then used to design the research questionnaire and interviews of the study.

3.4 Research design

An exploratory research design was adopted for this study. The focus of conducting an exploratory research is to get deeper insights on corporate identity. This approach was chosen in support of Saunders *et al.,* (2009:139), who outlined that exploratory studies "are a valuable means of finding out what is happening, seeking new insights, asking questions and assessing a phenomenon in a new light".

A mixed methods, a technique called the sequential exploratory approach was adopted for this study (Creswell and Clark, 2011:02; Yeasmin and Rahman, 2012:156). The researcher first distributed questionnaires and then conducted in-depth interviews with branch managers.

In chapter four of the study, a presentation in first section provides quantitative statistical results followed by qualitative data to support the quantitative results.

3.5 Sampling design

According to Malholta (2009:372), sampling design steps are interlinked and are carried sequentially on the study.

3.5.1 Target population

Malholta (2009:372) mentioned it is critical to understand the intended population units of analysis and geographical location. The target population of this study is Stanbic Bank employees in Five Stanbic Bank Branches in Dar-Es-Salaam Tanzania. With this specified, the table 3.3 below presents details of the five Stanbic Bank Branches.

Table 3.2: Details of the five Stanbic Bank Branches

Name of the Branch	*Number of Employees*
Stanbic Bank Centre Branch Kinondoni	40
Stanbic Bank Main Branch Posta	25
Stanbic Bank Mayfair Service Centre Branch	15
Stanbic Bank Kariakoo Branch	12
Stanbic Bank Industrial Area Branch	15
Total	**107**

Source: Author's own compilation.

According to table 3.3, there is a total of one hundred and seven (107) employees from the five (5) Stanbic Bank Branches.

3.5.2 Sample size

It is recognised as the number of elements to be included as a sample to represent the population for the study (Sekaran and Bougie, 2010:296). A survey software known as a sampling size calculator was used to calculate the sample size of this study (Creative Research Systems, 2012:1). According to the Creative Research Systems (2012:1), the sampling size calculator is used to find confidence interval and the confidence level in a research study. With this specified, the 3.4 table below shows research sample size.

Table 3.3: Research sample size.

Name of the Branch	Total no. of employees per Branch	Sample size of participants to be selected per Branch for questionnaires
Stanbic Bank Centre Branch Kinondoni	40	37
Stanbic Bank Main Branch Posta	25	24
Stanbic Bank Mayfair Service Centre Branch	15	15
Stanbic Bank Kariakoo Branch	12	12
Stanbic Bank industrial Branch	15	15
Total	**107**	**103**

Source: Author's own compilation.

Since the research study adopted mixed methods the researcher gathered both quantitative and qualitative data concurrently. Each Bank branch was approached by the researcher to distribute the questionnaires. As seen in the table above 37, 24, 15, 12 and 15 employees were given questionnaires. So total number of one hundred and three (103) questionnaires.

In-depth interviews were conducted by the branch managers of the five (5) Stanbic Bank Branches. In total five branch managers were approached for this study. So the actual sample size for the study was one hundred and eight (108) respondents (questionnaires and in-depth interviews).

3.5.3 Sampling techniques

A sample is a subset of a population (Sekaran and Bougie, 2010:296). Saunders *et al., (*2009:250) specifies the reasons for sampling, they are as follows:

- reducing the cost in assessing an entire population.

- reducing the time in assessing the entire population.

According to Quinlan (2011:206), there are two categories of sampling techniques: Probability and Non-Probability. Under probability sampling, the elements or participants in the population have some known chance to be chosen (Quinlan, 2011:206: Dahlberg and McCaig, 2010:178). Non-probability, the elements or participants do not have a known chance of being selected as subjects (Zikmund *et al.,* 2010:655).

The researcher used convenience sampling (non-probability sampling) technique to identify the participants for the questionnaires. According to Zikmund et al. (2010:655), convenience sampling, as the name implies, is a specific type of non-probability sampling method that relies on data collection from population members who are suitably available to participate in the study. In other words, this sampling method involves getting participants wherever the researcher can find them and typically wherever it is suitable for the participants. This sampling technique helped the researcher to distribute the questionnaires to the five Stanbic Bank Branch employees who were available at that time. The researcher used convenience sampling because it is quicker and less expensive way of identifying research participants from the different branches. Convenience sampling is collected with the populations on hand, the data is readily available for the researcher to collect.

For in-depth interviews, the researcher used purposive sampling. Purposive sampling is also referred to as a judgment, selective or subjective sampling (Zikmund *et al.,* 2010:656). Purposive sampling is mainly popular in qualitative studies. In purposive sampling, the researcher has sufficient knowledge of a topic to select a sample of experts and subjects are chosen in this sampling method according to the type of the topic. Therefore, skills and capabilities of the researcher to find appropriate individuals to contribute to the achievement of research objectives play an important role in the outcome of studies using this sampling technique (Zikmund *et al.,* 2010:657). In this case, the researcher selected branch managers for in-depth interviews. The researcher believed that branch managers are more familiar with the concept of corporate identity and the strategic dimensions implemented to build up a strong identity. Conducting in-depth interviews with branch managers helped the researcher to gain more insights and understanding of corporate identity and strategic dimensions of Stanbic Bank.

3.5.4 Data collection methods

The study used both secondary and primary sources to collect data. Literature review was conducted where insights were drawn from peer-reviewed journal articles and non-peer reviewed publications on the topic (Quinlan, 2011:244). A comprehensive literature survey was used to ensure that important information from previous studies was used in the study. Secondary data collection method is a very important approach because it is cheaper than primary data collection methods (Quinlan, 2011:213). It can also result in the discovery of other new information that could not have been obtained using primary data methods (Saunders *et al.,* 2009:268).

Primary data was collected using two instruments (questionnaire and in-depth interviews). A questionnaire survey was chosen because it is an appropriate way of collecting data in an exploratory research as it allows the researcher to get data from a wider range of participants than other methods. In-depth interviews assisted the researcher in getting "first-hand" information from the participants (Quinlan, 2011:96).

Primary data collection instruments (questionnaire survey and in-depth interviews) are discussed below.

3.5.4.1 Questionnaire

According to Quinlan (2011:322), structured questionnaire was used to collect insights from respondents. The questionnaire was designed based on insights drawn from the theoretical framework of the study. Questionnaires have proved to be an easy way of collecting data to a large population (Quinlan, 2011:322).

The researcher personally distributed the questionnaires to participants in five Stanbic Bank Branches. This approach was used because it is a cheap and easy way of administering questionnaires (Zikmund *et al.,* 2010:161). The one hundred and three (n=103) questionnaires were personally disturbed to the employees of the five Stanbic bank branches.

A Likert-scale was used to measure participant's responses. According to Dahlberg and McCaig (2010:241), a Likert scale "is a tool used to measure the degree to which participants agree or disagree with given statements". A seven-point scale ranging from "Strongly Disagree, Disagree, Slightly Disagree, Neither Agree nor Disagree, Slightly Agree, Agree and Strongly Agree" was used for this study. Each level was assigned a numeric value or coding ranging from 1 to 7 respectively. This scale was used to get insights on corporate identity perception,

strategic orientation, strategic action, strategic function and challenges. The score was in ascending order with the highest indicating a more positive reaction (Malhotra, 2009:330).

3.5.4.2 In-depth interviews

According to Morris (2012:03), in-depth interviews are one of the ways of collecting qualitative data. This is also consistent with Bickman and Rog's (2009:296) view that in-depth interviews are essential ways of collecting data because they offer face-to-face interactions with participants.

In-depth interviews were conducted between the researcher and branch managers. Branch managers of the five branches were approached by the researcher. The interviews lasted between 30-45 minutes each and the responses were written down. The interview guide was structured in such a way that it collected the demographic details, corporate identity understanding, strategic orientation, strategic action, strategic function and challenges. This was done in order to get a deeper understanding of participant's perceptions about the objectives of the study. The aim of the research was to conduct five in-depth interviews with Stanbic Bank Branch managers. The researcher used purposive (non-probability) technique to identify participants for in-depth interviews.

3.6 Data analysis

Data analysis involves investigating primary data with the intention of getting a better understanding to the problem being investigated (Silver and Lewins, 2012:10).

Quantitative data collected from the questionnaire survey were descriptive in nature, so statistical tools were used to describe and interpret the numerical data (Dahlberg and McCaig, 2010:23). Statistical Package for Social Science (SPSS) version 23 computer software was used to capture quantitative data on diagrams, graphs and pie charts. Descriptive statistics were used to analyse responses for each research objective. The results were presented in tables and figures for easy reference. This presentation assisted the researcher in further analysis and interpretation of SPSS results.

Qualitative data analysis is referred to as non-mathematical procedure that is used to analyse people's words, behaviour and beliefs (Silver and Lewins, 2012:10). In-depth interview data were transcribed for easy interpretation. In-depth interview data was transcribed and then summarised to identify themes in line with the research objectives. Thematic analysis was used to analyse qualitative data.

The researcher used thematic analysis to analysis the in-depth interviews. Thematic analysis permits researchers to recognise shared elements across different respondents and their reported experiences. Thematic analysis enables the researcher to integrate responses across different participants and discover common elements (Quinlan 2011:420). Onwuegbuzie and Combs (2011:5) stated the two key ideologies of thematic analysis, those of resemblance and dissimilarity. The resemblance principal refers to the meaning of a symbol as discovered by its resemblance to other symbols. The dissimilarity principle relates to the meaning of a symbol as discovered by its dissimilarity from another symbol.

3.6.1 Descriptive statistics

Descriptive statistics was used to present and describe data (Myers, Well and Lorch, 2010:19). The researcher used frequencies to profile the responses of participants and to present the findings. Since all constructs had different classifications, bar charts, pie charts and bar graphs were used to present results.

Frequency distribution shows the number of respondents for each variable. The researcher also used median and mean as statistical tools to understand tendencies. Standard deviation, Skewness and Kurtosis were utilised as statistical tools to the measured variability of responses and give the researcher significant information, since the study utilised interval-ratios.

3.7 Reliability and validity

The researcher made efforts to address and pay attention to reliability and validity issues during designing and carrying out research work.

3.7.1 Reliability in quantitative research

Reliability relates to the capacity of the measuring instruments to produce consistent results if tested multiple times (Zikmund *et al.,* 2010:305). This study designed and employed a quantitative questionnaire and as a result, audit-ability of the research had to be considered. This related to its consistency, dependability and its stability as a measuring tool.

The stability of a measure relates to the extent to which the same results are obtained on repeated administration of the instrument (Zikmund *et al.,* 2010:305). Internal reliability refers to whether or not the indicators that make up the scale or index are consistent. This can be measured using Cronbach alpha (above 0.700 is reliable). Cronbach Alpha is a measure of internal reliability or consistency of items in an instrument scale or index (Zikmund *et al.,* 2010:305).

A statistical reliability analysis was carried out by an expert (statistician) in the field under study to measure four constructs identified in the questionnaire. The overall Cronbach Alpha statistical analysis results showed a high consistency (Cronbach Alpha=**0.783**) which is deemed reliable for the study. To further ensure reliability, the questionnaire was properly worded in order to avoid misinterpretation and unnecessary responses.

3.7.2 Validity in quantitative research

Validity is concerned with the "degree to which a method investigates what it intends to achieve or measure" (Zikmund *et al.,* 2010:307). Internal validity is used to ascertain that research instrument measures what it is intended to measure (Cooper and Schindler, 2010:62). External validity is used to find out if the data can be generalised across and beyond the breath the research context (Cooper and Schindler, 2010:62). Content validity refers to the appropriateness of the content of the research instrument. The questionnaire was given to an expert in the area to determine whether the questionnaire measures what is supposed to measure.

3.7.3 Reliability and validity in qualitative research

Sinkovics and Alfoldi (2012:861) mentioned the different terms and ways of evaluating qualitative research, such as credibility, transferability, dependability and confirmability. Credibility is defined by as Thomas and Magilvy (2011:152) being similar to internal validity. It's emphases on creating a match between the constructed realisms of respondents and those realities represented by the researcher. Transferability is considered similar to external validity or generalisability in quantitative research. It depends on the degree to which salient conditions overlap or match (Thomas and Magilvy, 2011:153). Dependability is a standard which is considered equal to reliability and similarly concerned with the constancy of the results over time (Thomas and Magilvy, 2011: 153). Confirmability is what objectivity is to quantitative research (Thomas and Magilvy, 2011: 154). As this study applied both quantitative and qualitative approaches, reliability and validity of both methods were of great concern. In relation to qualitative research (in-depth interviews) the researcher took the following steps to ensure the validity and reliability for the in-depth interviews.

Initially, five branch managers of Stanbic Bank, Dar-Es-Salaam were selected for the in-depth interviews for this study. At the outset, three branch managers of the Bank were approached personally by the researcher to participate hence this contributed to confirmability.

Furthermore, two of the interviewees had requested a copy of the interview transcripts to be mailed, this allowed them to check and make sure everything was transcribed accurately. The Bank branches were selected on the basis of size and geography.

In order to strengthen credibility, the interviews were transcribed, the transcripts were then posted to participants in order to confirm the content of the scripts. The participants (Branch managers) were also sent a confirmation form, which they signed if were happy that the content reflected their views and that they can withdraw from the interview if they feel uncomfortable.

In order to guarantee dependability, a procedure was followed. Data was transcribed. Additionally, each interview was written down by the researcher this provided a summary of the interview in English as separate document this confirmed a chain of evidence.

3.8 Ethical requirements

Prior to any contact was made with research respondents, the analyst, gained a moral freedom authentication from the Humanities and Social Science Research Ethics Committee (HSSREC) of the University of KwaZulu-Natal. The convention reference number HSS/0643/016M was given for the study. Amid information accumulation, members were given data sheets which incorporate data about the examination objectives, the matters to be tended to in the study and that their interest is wilful. The respondents were informed that they can pardon themselves from the concentrate at whatever time. Educated assent structures were given to every one of the members and those eager to take part marked them to demonstrate their assent. All members were recounted every one of the strategies of the study keeping in mind the end goal to keep up privacy and to ensure their personality. The assent frames and moral freedom testament are joined in Appendix E of the concentrate separately.

3.9 Conclusion

This chapter presented the research methodology used for this study. It highlighted critical research elements such as research philosophy, research design, research population, sample size, sample technique, data collection methods and data analysis. The chapter outlined how reliability and validity issues were dealt with in this study. It also discussed on how ethical issues were addressed in the study. The next chapter presents the analysed data for both quantitative and qualitative.

CHAPTER FOUR
PRESENTATION OF THE ANALYSED DATA

4.1 Introduction

The previous chapter provided the research methodology underpinning this study. This chapter focuses on the presentation and analysis of the data collected from the field. The chapter presents empirical results acquired from data collected in two phases (questionnaire survey and in-depth interviews) of the study. The presentation and analysis of the study cover the responses to explore the strategic dimensions that Stanbic Bank applies in developing its corporate identity that improves the Bank's image, profitability and performance against its competitors in the industry. This chapter is divided into three sections: Section A: Profiles the demographic results of respondent's, Section B: Reliability statistics of the questionnaire survey, Section C: Presents the quantitative results, Section D: Presents the qualitative results.

4.2 Research responses

The table below presents the response rate. The targeted sample size was 108. Since the research adopted a mixed method, technique, the sample size was divided into two. Hundred and three (n=103) employees were selected to take part in the questionnaire survey while five (n=5) branch managers were selected to participate in the in-depth interviews. One hundred and three (n=103) questionnaires were handed out to the employees of Stanbic Bank in five branches at Dar-Es-Salaam Tanzania. The response rate was 79.6% of the questionnaires. For the in-depth interviews, the response rate was 60%.

Table 4.1: Response rate

Research activity	Participants	Number of participants	Responses (n)	Response Rate (%)
Questionnaire survey	**Employees**	103	81	79.6
In-depth interviews	**Branch managers**	5	3	60
Total		**108**	**84**	**78.7**

4.3 Section A: Demographics profile of respondents questionnaire survey

The demographic results in this section include the data collected from the questionnaire of the study. During the study, respondents were asked about their age, gender, highest education

level, the length of service and job title with Stanbic Bank. The results of eighty-one respondents (n=81) are discussed in the following sections.

4.3.1 Age of respondents

Respondents were asked to indicate their age range in years. The table below presents the age of the respondents. The age profile of respondents varied. The responses from the field revealed that the majority of the respondents aged between 21-30 years were 40.7%, 31-40 years were 51.9%, 6.2% of the respondents indicated the age bracket 41-50 years. Only 1.2% ticked 51 years and above.

Table 4.2: Age of respondents

Age range	Frequency	Percent
21-30	33	40.7
31-40	42	51.9
41-50	5	6.2
51-and above	1	1.2
Total	**81**	**100.0**

4.3.2 Gender of respondents

The gender representation of empirical results is in the table below. Gender of respondents was grouped under female and male. The majority of the respondents were male, 65%. Females were 35%. The empirical results showed that females to be less in number than the males. This reflected an unfair gender representation since the study aimed at drawing insights from a wide and balanced gender distribution.

Table 4.3: Gender representation.

Gender	Frequency	Percent
Male	53	65.4
Female	28	34.6
Total	**81**	**100.0**

4.3.3 Highest education level

The results on the highest educational levels of respondents are illustrated in Figure 4.2 below. The results in Figure 4.2 shows that fifty-nine (n=59) respondents had degrees while nineteen (n=19) had postgraduate qualifications. Two (n=2) had diplomas while one employee indicated having a Certified Public Accountant (CPA) certificate. Educational level of respondents was considered as an important demographic factor in this study. This is because the level of

education of respondents can influence the level of understanding of strategic dimensions that are used to develop a sustainable corporate identity.

Figure 4.1: Highest educational levels of the respondents
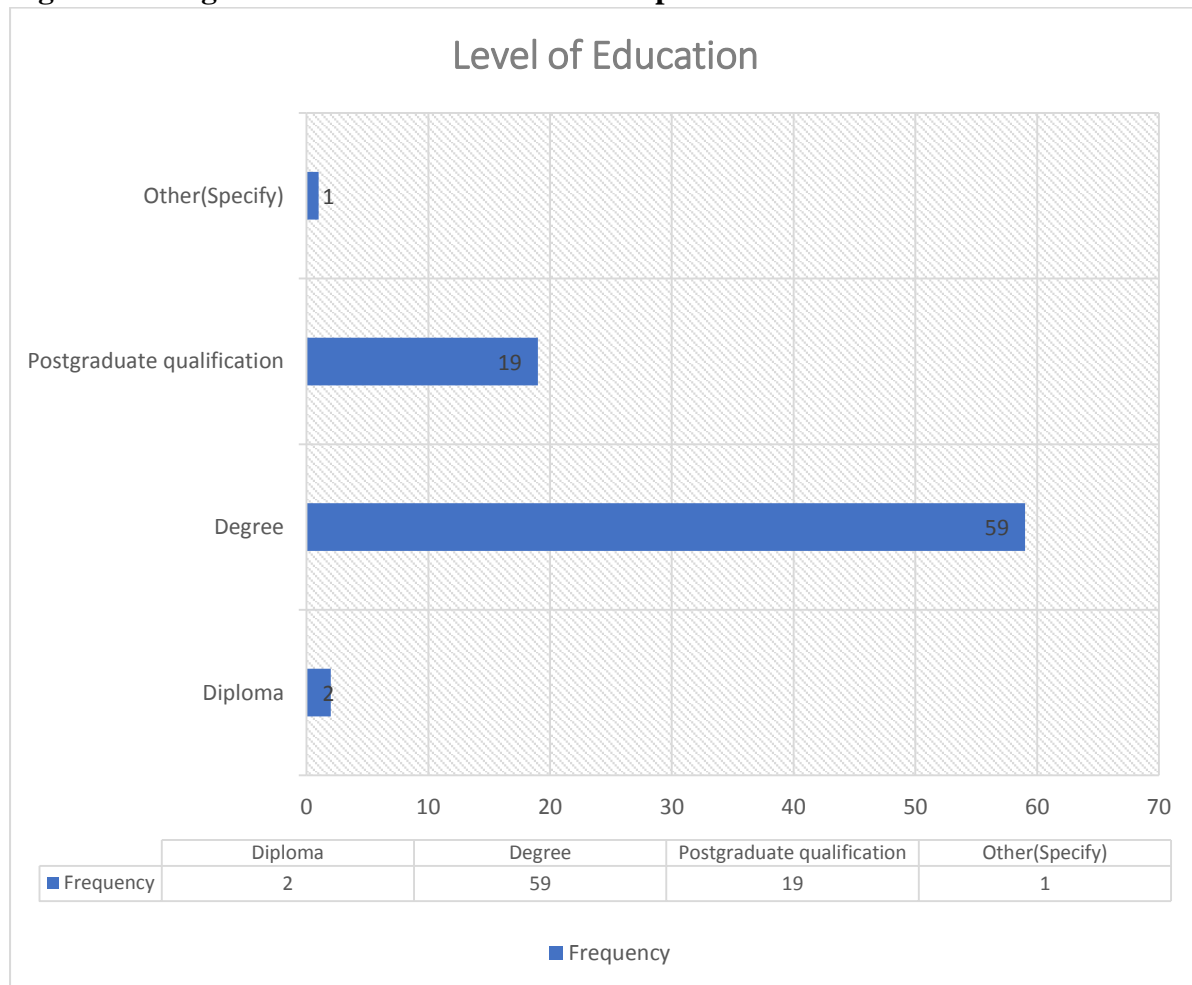
4.3.4 Length of service with this organisation in years

The respondents were asked to indicate the number of years they have worked at Stanbic Bank. The results are presented in Figure 4.3 below. The results in Figure 4.3 indicate that majority respondent, thirty-five (n=35) have worked at Stanbic Bank for 1- 5 years. Twenty-nine (n=29) said, they have worked for 6 – 10 years whilst twelve (n=12) employees responded that they have worked for 11- 15 years with the bank. Only one (n=1) employee responded that he has been with the bank for less than one year whilst four (n=4) respondents have worked at the bank for 11- 15 year. The results indicate that majority thirty-five (n=35) employees have worked for the 1-5 years.

Figure 4.2: length of service with this organisation in years

Frequency	Less than 1	1 – 5 years	6 – 10 years	11- 15 years	16 – 20 years
	12	35	29	4	1
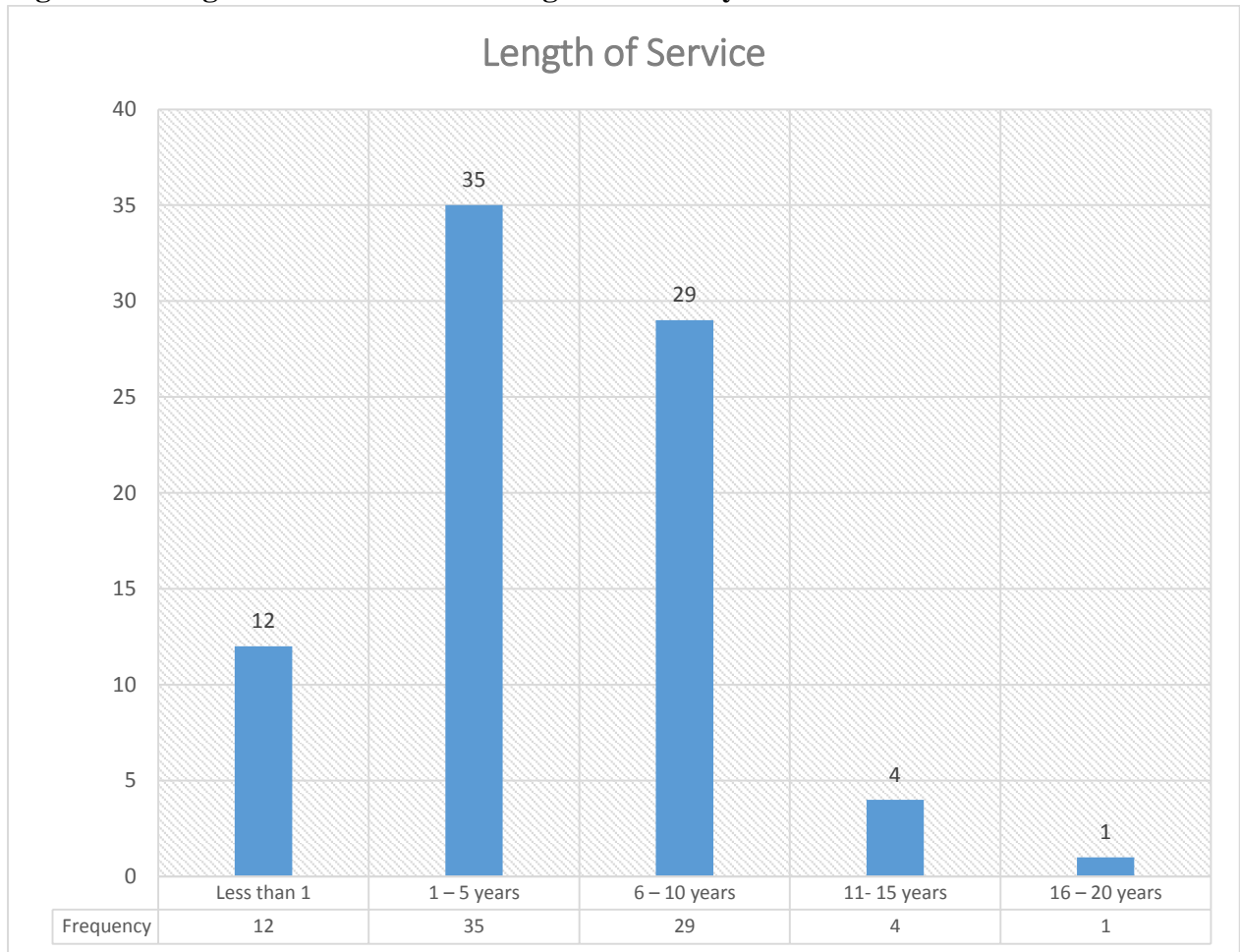
4.3.5 Position/job title in the organisation

This was an open-ended question in the questionnaire, where respondents provided their job titles.

Table 4.5: Summary of Job titles.

		Frequency	Percentage
Valid		1	1.2
	Frontline transaction Risk Officer	1	1.2
	Asset custodian	6	7.3
	Bank officer	1	1.2
	Bank teller	15	18.3
	Branch manager centre branch	1	1.2
	Branch manager industrial area	1	1.2
	Business banker	3	3.7
	Collateral monitoring unit manager	1	1.2

	Frequency	Percentage
Commercial credit analyst	1	1.2
Customer service consultant	1	1.2
Customer service consultant	9	11.0
Executive banker	2	2.4
Executive banker	4	4.9
Frontline risk officer	2	2.4
Frontline transaction risk officer	1	1.2
Head of IT	1	1.2
Head of operations	1	1.2
Head service support	1	1.2
Head of sales	2	2.4
Human resource consultant	2	2.4
Job title not mentioned	1	1.2
Legal recoveries officer	1	1.2
Manager branch of the main branch	1	1.2
Marketing risk officer	1	1.2
Marketing consultant	1	1.2
MI & analytics	1	1.2
Money laundering and sanctions Analyst	1	1.2
Mortgage loan officer	1	1.2
Operations manager banking	1	1.2
Personal assistant	2	2.4
Project manager	1	1.2
Regional manager	1	1.2
Relationship manager	2	2.4
	Frequency	**Percentage**
Relationship manager	2	2.4
Sales support officer	1	1.2
Sales support service	1	1.2
Sales support service officer	2	2.4
Transactional banker	1	1.2
Transactional lawyer	1	1.2
Transactional banker	1	1.2
Transactional lawyer	1	1.2
Total	**81**	**100.0**

4.4 Section B: Reliability statistics

The table below presents the reliability statistics of the questionnaire. Scale reliability analysis seeks to establish if the questionnaire items in the various constructs can be relied upon to

address the objectives of this study. Cronbach's Alpha statistic was used to measure the reliability of the questionnaire. A Cronbach's Alpha value of at least 0.700 would indicate that the research tool to be used is reliable (Sekaran and Bougie, 2010). The corporate identity challenges, the construct was found to have slightly less than adequate internal consistency or reliability (Cronbach's Alpha=0.609). All the other constructs (strategic orientation, strategic action and strategic function) had a high internal consistency or reliability (0.763, 0.862 and 0.735) respectively in Table 4.4. The overall questionnaire also had a high consistency (Cronbach's Alpha=0.783) when all the Likert scale items are considered together.

Table 4.6: Questionnaire reliability statistics.

Section	Cronbach's Alpha	Cronbach's Alpha Based on Standardised Items	N of Items	Comment
Strategic Orientation	0.770	0.763	7	High internal consistency
Strategic Action	0.862	0.862	6	High internal consistency
Strategic Function	0.716	0.735	3	High internal consistency
Corporate Identity Challenges	0.609	0.629	4	Moderate internal consistency
All four constructs	**0.783**	**0.818**	**20**	**High internal consistency**

4.5 Section C: Quantitative results

This section provides statistical results of the questionnaire survey. The results are presented according to the research objectives. A seven-point scale ranging from strongly disagree, disagree, slightly disagree, neither agree nor disagree, slightly agree, agree and strongly agree was used. Each level was assigned a numeric value 1 to 7 respectively. The score is in ascending order with the highest indicating a more positive reaction. Statistical Programme for Social Sciences (SPSS) version 23 was used to analyse data by use of descriptive statistics.

4.5.1 Strategic orientation

4.5.1.1 Organisation has a well-defined mission (purpose of existence) statement?

The table below presents the mean of the question of whether the organisation has well-defined missions is 6.18. This indicated that the majority of the employees strongly agreed that Stanbic Bank has well-defined missions. The standard deviation is 0.70. This indicated that most

responses were gathered around the mean value of 6.18. A low standard deviation value points out that responses are gathered around the mean while a high standard deviation value indicates that responses are above the mean. The Kurtosis is 1.67 platykurtic because it is lower than 3. This also means that the responses from the employees were clustered around the mean value of 6.18. In the context of this study, the mean value of 6.18 indicated majority of respondents agreed that Stanbic Bank has well- structured mission statement.

Table 4.7: Empirical results of the organisation has a well-defined mission

N	Valid	81
	Missing	1
Mean		6.18
Median		6.24[a]
Mode		6.00
Std. Deviation		0.70
Variance		0.50
Skewness		-0.93
Std. Error of Skewness		0.26
Kurtosis		1.67
Std. Error of Kurtosis		0.52
Minimum		4.00
Maximum		7.00

a.Calculated from grouped data.

The table below reveals that the majority of the respondents, 58% agreed that Stanbic Bank has a well-defined mission and whilst only 3.7% respondents took a neither agree nor disagree. Indicating that they are not sure if Stanbic Bank has a well-defined mission statement. Furthermore, respondents 32% responded by strongly agreeing that the Bank has a well-stated mission while 6.2% respondents took the option of slightly agreeing that the Bank has a well-stated mission.

Table 4.8: Frequencies of the organisation has a well-stated mission

	Frequency	Percent
Strongly Disagree	0	0.0
Disagree	0	0.0
Slightly Disagree	0	0.0
Neither agree nor disagree	3	3.7
Slightly agree	5	6.2
Agree	47	58.0
Strongly agree	26	32.1
Total	**81**	**100.0**

4.5.1.2 Management and higher-level are aware of the organisation's mission and they do understand?

The table below presents the mean of whether the management team are aware of the organisation's mission is 6.19. This presents that the majority of the employees of Stanbic Bank strongly agreed that the management team of Stanbic Bank are aware of the organisational missions and they understand the mission statement. The standard deviation is 0.76. This also presented that majority responses are gathered around the mean value (6.19). Responses gathering around indicated that the majority of the respondents agreed with the statement. The Kurtosis is 2.43 mesokurtic because it is close to 3. This revealed that the responses from the respondents were fairly distributed. This means that majority of the responses were concentrated around the mean like a fair distribution.

Table 4.9: Descriptive results of senior management are aware of the organisation mission

N	Valid	81
	Missing	1
Mean		6.19
Median		6.24[a]
Mode		6.00
Std. Deviation		0.76
Variance		0.58
Skewness		-1.03
Std. Error of Skewness		0.25
Kurtosis		2.43
Std. Error of Kurtosis		0.53
Minimum		3.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 49.4% agreed that the management of Stanbic Bank are aware of the organisation's mission, this indicates that senior management of Stanbic Bank clearly understand the banks mission as well as the vision statement while 1.2% respondents slightly disagreed that Stanbic Bank management understands mission statement. To add to that, 35.8% respondents strongly agreed while 13.6%, slightly agreed to management understanding with the mission statement.

Table 4.10: Frequencies of senior management are aware of the organisation mission

	Frequency	Percent
Strongly disagree	0.0	0.0
Disagree	0.0	0.0
Slightly disagree	1	1.2
Neither agree nor disagree	0	0.0
Slightly agree	11	13.6
Agree	40	49.4
Strongly agree	29	35.8
Total	**81**	**100.0**

4.5.1.3 Organisation ensures that all employees are aware of relevant values?

The table below reveals the mean of whether the organisation ensures that all employees are aware of relevant values is 6.23. This means that the majority of the respondents agreed that Stanbic Bank employees are aware of the relevant values. The standard deviation is 0.59 which also indicates that responses from respondents were grouped around the mean value of 6.23. A low standard deviation means that responses are gathered around the mean. The kurtosis is negative and thus platykurtic -0.40. This means that the responses were less heavily concentrated about the mean value. In the context of the study, the mean value of 6.23 shows a strong positive reaction indicating that the majority of respondents agreed with the statement.

Table 4.11: Descriptive statistics of the organisation ensures that all employees are aware of the relevant values

N	Valid	80
	Missing	2
Mean		6.23
Median		6.25[a]
Mode		6.00
Std. Deviation		0.59
Variance		0.35
Skewness		-0.11
Std. Error of Skewness		0.27
Kurtosis		-0.40
Std. Error of Kurtosis		0.53
Range		2.00
Minimum		5.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 58.5% agreed and 30.5% respondents strongly agree with the statement that Stanbic Bank employees are aware of relevant values. There were 8.5% respondents who slightly agreed with the statement which indicated a less positive reaction to the statement. Results further show that 2.4% respondents didn't answer indicating that they do not know.

Table 4.12: Frequencies of the organisation ensures that all employees are aware of the relevant values

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	0	0.0
Slightly disagree	0	0.0
Neither agree nor disagree	0	0.0
Slightly agree	7	8.5
Agree	48	58.5
Strongly agree	25	30.5
Missing Values	1	1.4
Total	**81**	**100.0**

4.5.1.4 Organisation has well written long term goals?

The table below indicates the mean of whether the organisation has well written long term goals is 6.06. This indicated that the majority of the respondents agreed that Stanbic Bank has well formulated long term goals. The standard deviation is 0.95 which also indicated the responses from the respondents were gathered around the mean. The Kurtosis distribution is normal 3.12. This means that responses were neither very high nor very low, according to the 7-point scale that was used. The mean value of 6.06 indicated that the majority of the respondents agreed with the statement. This indicated a strong positive reaction from the respondents.

Table 4.13: Descriptive statistics of the organisation has well written long-term goals

N	Valid	81
	Missing	1
Mean		6.06
Median		6.19[a]
Mode		6.00
Std. Deviation		0.95
Variance		0.90
Skewness		-1.39

Std. Error of Skewness	0.25
Kurtosis	3.12
Std. Error of Kurtosis	0.53
Minimum	2.00
Maximum	7.00

a. Calculated from grouped data.

The table below presents that the majority of the respondents, 43.2% agreed that Stanbic Bank has well written long term goals whilst only 1.2% respondents disagreed. Additionally, there were 35.8% and 4.9% respondents who strongly agreed and neither agreed nor disagreed respectively.

Table 4.14: Frequencies of the organisation has well-written long-term.

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	0	0.0
Neither agree nor disagree	4	4.9
Slightly agree	12	14.8
Agree	35	43.2
Strongly agree	29	35.8
Total	**81**	**100.0**

4.5.1.5 Organisation has well written short term goals?

The table below reveals that the mean of whether the organisation has well written short term goals is 5.93. This presented that the majority of the respondents agreed that Stanbic Bank has well-structured short term goals. The standard deviation is 0.92 which indicated that most responses laid around the mean value. The Kurtosis distribution is normal 2.97. This also meant that responses were neither very high nor very low according to the 7 point scale that was used.

Table 4.15: Descriptive statistics of the organisation has well written short term goals

N	**Valid**	81
	Missing	1
Mean		5.93
Median		6.00[a]
Mode		6.00
Std. Deviation		0.92
Variance		0.84

Skewness	-1.13
Std. Error of Skewness	0.23
Kurtosis	2.97
Std. Error of Kurtosis	0.53
Minimum	2.00
Maximum	7.00

a. Calculated from grouped data.

The table below shows that the majority of the respondents, 45.7% agreed and 27.2% respondents strongly agreed that Stanbic Bank has well written short term goals. 22.2% respondents slightly agreed which indicated a less positive reaction to the statement. Results further show that 3.7% respondents neither agreed nor disagreed indicating that they do not know while only 1.2% respondents disagreed that Stanbic Bank has well written short term goals.

Table 4.16: Frequencies of the organisation has well short term goals

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	0	0.0
Neither agree nor disagree	3	3.7
Slightly agree	18	22.2
Agree	37	45.7
Strongly agree	22	27.2
Total	**81**	**100.0**

4.5.1.6 Organisation's logo represents our business philosophy?

The table below presents the mean of whether the organisation's logo represents our business philosophy is 6.16. This indicates that the majority of the respondents agreed that Stanbic Banks' logo presents their banks business philosophy. The standard deviation is 0.68 which means that the responses were spread around the mean value. The Kurtosis is less than three 1.80 its platykurtic distribution. This means that the responses were less clustered around the mean than mesokurtic and leptokurtic distributions. The mean value of 6.16 revealed the majority of the respondents agreed that Stanbic Bank logo represents its business philosophy.

67

Table 4.17: Empirical results of the organisation's logo represents Stanbic Bank philosophy

N	Valid	81
	Missing	1
Mean		6.16
Median		6.00
Mode		6.00
Std. Deviation		0.68
Variance		0.49
Skewness		-0.90
Std. Error of Skewness		0.27
Kurtosis		1.80
Std. Error of Kurtosis		0.53
Minimum		4.00
Maximum		7.00

a. Calculated from grouped data.

The table below shows that the majority of respondents agreed that Stanbic Banks' logo presents their banks business philosophy. This was reflected by the 60.5% who agreed and 29.6% who strongly agreed. 3.7% of the respondents were neutral to statement which indicated to them not being sure while 6.2% respondents slightly agreed to organisation's logo representing Stanbic Bank philosophy.

Table 4.18: Empirical results of the organisation's logo represents Stanbic Bank philosophy

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	0	0.0
Slightly disagree	0	0.0
Neither agree nor disagree	3	3.7
Slightly agree	5	6.2
Agree	49	60.5
Strongly agree	24	29.6
Total	**81**	**100.0**

4.5.1.7 Business objectives are primarily driven to fulfil the organisation's vision, mission and values?

The table below presents the mean of whether business objectives are primarily driven to fulfil the organisation's vision, mission and values are 6.11 which indicates that the majority of the respondents agreed that Stanbic Banks' business objectives are primarily driven to fulfil the Bank's vision, mission and values. The standard deviation is 0.79 indicating that the responses were spread around the mean value 6.11. The kurtosis is leptokurtic 8.338. This means that the response was heavily clustered on the mean value and above according to the seven-point scale. This is also noticed with a smaller standard deviation of 0.80.

Table 4.19: Descriptive statistics of business objectives are primarily driven to fulfil the organisation's vision, mission and values

N	Valid	81
	Missing	1
Mean		6.11
Median		6.18[a]
Mode		6.00
Std. Deviation		0.80
Variance		0.63
Skewness		-1.91
Std. Error of Skewness		0.25
Kurtosis		8.34
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 59.3% agreed that Stanbic Bank business objectives are primarily driven to fulfil the Bank's vision, mission and values, as to only 28.4% strongly agreed with the statement. 1.2% of the respondents were neutral on the statement which indicating their level of ignorance while 9.9%, slightly agreed that Stanbic Bank business objectives are primarily driven to fulfil the Bank's vision, mission and values.

Table 4.20: Empirical results of business objectives are primarily driven to fulfil the organisation's vision, mission and values

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	0	0.0
Neither agree nor disagree	1	1.2
Slightly agree	8	9.9
Agree	48	59.3
Strongly agree	23	28.4
Total	**81**	**100.0**

4.5.2 Strategic action

4.5.2.1 There is total agreement on our mission across all levels and functional areas of the organisation in achieving the organisational goal?

The table below reveals the mean of whether there is total agreement on the Banks' mission across all levels and functional areas is 5.73 which indicates the majority of the respondents agreed that there's total agreement of Banks' missions in all functional areas of the Bank. The standard deviation is 0.97 which indicates the majority of the responses were gathered around the mean value. The kurtosis is mesokurtic (2.66) because it is close to three. This means that the responses from the respondents were fairly distributed according to the seven-point scale.

Table 4.21: Descriptive statistics of total agreement of Bank's mission across all levels

N	Valid	81
	Missing	1
Mean		5.73
Median		5.83[a]
Mode		6.00
Std. Deviation		0.97
Variance		0.95
Skewness		-1.33
Std. Error of Skewness		0.27
Kurtosis		2.66
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 55.6% agreed and 16.0% strongly agreed that there is a total agreement of mission statements across all levels and functional areas of the Bank in achieving organisational goals. 18.5% of the respondents slightly agreed to the statement. The results also show that 6.2% of the respondents were neutral on the same statement while 2.5% and 1.2% of the respondents slightly disagreed and disagreed respectively that to the statement.

Table 4.22: Empirical results of there is total agreement on the Bank's mission across levels of the organisation

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	2	2.5
Neither agree nor disagree	5	6.2
Slightly agree	15	18.5
Agree	45	55.6
Strongly agree	13	16.0
Total	**81**	**100.0**

4.5.2.2 Organisation analyses environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goals?

The table below reveals the mean of whether Stanbic Bank analyse environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goal is 5.69. This indicates that the majority of the respondents agreed that Stanbic Bank does examine its environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goals. The standard deviation is 1.11. Standard deviation being below the mean indicates that the responses were not widespread from the mean, the distribution is not symmetrical as the skewness is less than zero. With -1.69 skewness the distribution is negatively skewed**.** The kurtosis is leptokurtic 4.16 because it is more than three. This meant that responses were more heavily clustered around the mean value indicating that the majority of the respondents agreed with the statement.

Table 4.23: Descriptive statistics of whether Stanbic Bank examines environmental factors that affect the perceptions of stakeholders

N	Valid	81
	Missing	1
Mean		5.69
Median		5.86[a]
Mode		6.00
Std. Deviation		1.11
Variance		1.24
Skewness		-1.69
Std. Error of Skewness		0.27
Kurtosis		4.16
Std. Error of Kurtosis		0.53
Minimum		1.00
Maximum		7.00

a. Calculated from grouped data.

The table below presents that the majority of the respondents, 55.6% agreed and 17.3% strongly agreed that Stanbic Bank analyses, environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goals. This left 9.9% of the respondents who were neutral on the matter indicating that they were not sure. The results also show that 13.6% of the respondents slightly agreed to the statement showing a less positive reaction while the rest of the respondents disagreed with the statement.

Table 4.24: Empirical results of environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goals

	Frequency	Percent
Strongly disagree	1	1.2
Disagree	1	1.2
Slightly disagree	1	1.2
Neither agree nor disagree	8	9.9
Slightly agree	11	13.6
Agree	45	55.6
Strongly agree	14	17.3
Total	**81**	**100.0**

4.5.2.3 Organisation periodically gather and analyse data about its market and other external factors which affect the corporate identity of the business?

The table below reveals the mean of whether Stanbic Bank periodically gathers and analyse data about its market and other external factors which affect the corporate identity of the business is 5.70. This presented that the majority of the respondents agreed that Stanbic Bank does analyse the external factors that affect corporate identity of the Bank. The standard deviation is 1.19. This meant that the majority of the responses were not wide spread out the mean. The distribution is not symmetrical as the skewness is not zero. With -1.37 skewness the distribution has negative skewness. The kurtosis is platykurtic 2.10 less than three. This indicated the responses were less clustered around the mean than mesokurtic and leptokurtic distributions. The responses being less clustered around a mean value of 5.70 presented that the majority of the respondents didn't strongly agree with the statement.

Table 4.25: Descriptive statistics of the organisation collects data that affect the corporate identity of the business

N	Valid	81
	Missing	1
Mean		5.70
Median		6.00
Mode		6.00
Std. Deviation		1.19
Variance		1.41
Skewness		-1.37
Std. Error of Skewness		0.27
Kurtosis		2.10
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 45.7% agreed that Stanbic Bank periodically gathers and analyse data about its market and other external factors which affect the corporate identity of the business while 6.2% were neutral indicating that they are not sure. This left 2.5% and 3.7% who slightly disagreed and disagreed with the statement respectively. The results also indicated that 23.5% of the respondents strongly agreed while 2.5% of the respondents slightly agreed with the statement.

Table 4.26: Empirical results of the organisation collects data about its market which affect the corporate identity of the business

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	3	3.7
Slightly disagree	2	2.5
Neither agree nor disagree	5	6.2
Slightly agree	15	18.5
Agree	37	45.7
Strongly agree	19	23.5
Total	**81**	**100.0**

4.5.2.4 Employees view themselves as partners in charting the direction of the business to achieve the stated goals and corporate identity?

The table below reveals the mean of whether Stanbic Bank employees view themselves as partners in charting the direction of the business to achieve the stated goals and corporate identity is 5.68. This indicated the majority of the respondents agreed with the statement. The standard deviation is 1.17. This also means that responses from the respondents were not wide out from the mean. The distribution is not symmetrical as the skewness is not zero. With -1.53 skewness the distribution has negative skewness. The Kurtosis distribution is normal 3.12. This means that responses were neither strongly disagree nor strongly agree.

Table 4.27: Descriptive statistics of how Stanbic Bank employees view themselves as partners in charting the direction of the business

N	Valid	81
	Missing	1
Mean		5.68
Median		5.87[a]
Mode		6.00
Std. Deviation		1.17
Variance		1.37
Skewness		-1.55
Std. Error of Skewness		0.27
Kurtosis		3.37
Std. Error of Kurtosis		0.53
Minimum		1.00
Maximum		7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 46.9% of the respondents agreed while 21.0% strongly agreed that they view themselves as partners in charting the direction of the business to achieve the stated goals and a favourable corporate identity. 21.0% of the respondents slightly agreed to the statement. Furthermore, the results also indicated that 4.9% of the respondents were neutral on the statement indicating they are not sure while the rest of the respondents disagreed.

Table 4.28: Frequencies of how Stanbic Bank employees view themselves as partners in charting the direction of the business

	Frequency	Percent
Strongly disagree	1	1.2
Disagree	1	1.2
Slightly disagree	3	3.7
Neither agree nor disagree	4	4.9
Slightly agree	17	21.0
Agree	38	46.9
Strongly agree	17	21.0
Total	**81**	**100.0**

4.5.2.5 Organisation's function and plans seek to address the goals and image of the organisation?

The table underneath indicates the mean of whether Stanbic Banks' function and plans seek to address the goals and image of the Bank is 5.79. This indicated that the majority of the respondents agreed that Stanbic Bank functions and plans seek to address the goals and image of the Bank. The standard deviation is 1.00. This also means that the responses were gathered around the mean value. The distribution is also not symmetrical as the skewness is not zero. With -1.36 skewness the distribution has negative skewness. The kurtosis is also positive and thus mesokurtic 2.76 because it is close to three. This indicated that the majority of the responses were normally distributed according to the seven-point scale.

Table 4.29: Descriptive statistics of the organisation's function and plan seek to address the goals and image of the organisations.

N	Valid	81
	Missing	1
Mean		5.79
Median		5.89[a]
Mode		6.00

Std. Deviation	1.00
Variance	1.02
Skewness	-1.36
Std. Error of Skewness	0.27
Kurtosis	2.76
Std. Error of Kurtosis	0.53
Minimum	2.00
Maximum	7.00

a. Calculated from grouped data.

The table below reveals that the majority of the respondents, 50.6% agreed that Stanbic Bank's functions and plans do seek to address the goals and image of the organisation. 21.0% of the respondents strongly agreed while 21.0%, slightly agreed to the statement. Furthermore, the results also indicated that 2.5% were not sure if Stanbic Bank's functions and plans really do seek to address the goals and image of the organisation. 3.7% and 1.2%, slightly disagreed and disagree with the statement respectively.

Table 4.30: Empirical results of the organisation's function and plans seek to address the goals and image of the organisation

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	3	3.7
Neither agree nor disagree	2	2.5
Slightly agree	17	21.0
Agree	41	50.6
Strongly agree	17	21.0
Total	**81**	**100.0**

4.5.2.6 Organisation's work plan are organised, coordinated and monitored to meet the organisation corporate strategy?

The table below reveals the mean of whether Stanbic Banks' work plan are organised, coordinated and monitored to meet the Banks' corporate strategy is 5.84. This indicated that the majority of the respondents agreed that Stanbic Bank work plans are organised, coordinated and monitored to the overall corporate strategy. The standard deviation is 0.91. This meant that the responses were not wide spread out from the mean. The distribution is also not symmetrical

as the skewness is not zero. With -1.38 skewness the distribution has negative skewness. The kurtosis is leptokurtic 3.69 because it's more than three. This also means that the responses were heavily clustered around the mean. This is also noticed with a smaller standard deviation of 0.91.

Table 4.31: Descriptive statistics of organisation's work plans are organised, coordinated and monitored to meet the organisation corporate strategy

N	Valid	81
	Missing	1
Mean		5.84
Median		5.93[a]
Mode		6.00
Std. Deviation		0.91
Variance		0.84
Skewness		-1.38
Std. Error of Skewness		0.27
Kurtosis		3.69
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		7.00

a. Calculated from grouped data.

The table below presents that majority of the respondents, 54.3% agreed and 19.8% strongly agreed that Stanbic Bank organisation's work plans are organised, coordinated and monitored to meet the overall corporate strategy. This left 3.7% of the respondents who were neutral on the matter indicating that they were not sure or they don't know. The results also show that 19.8% of the respondents slightly agreed to the statement showing a less optimistic response while the rest of the respondents disagreed with the statement.

Table 4.32: Empirical results of organisation's work plan are organised, coordinated and monitored to meet the organisation corporate strategy

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	1	1.2
Neither agree nor disagree	3	3.7
Slightly agree	16	19.8

Agree		44	54.3
Strongly agree		16	19.8
Total		**81**	**100.0**

4.5.3 Strategic function

4.5.3.1 Organisation evaluates the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practices?

The table below shows the mean of whether Stanbic Bank assesses the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practice to improve its corporate image is 6.06. This indicated that the respondents were aware that Stanbic Bank does evaluate the industry as a whole to improve its corporate image. The standard deviation is far less than the mean 0.87. This presented that the responses were gathered around the mean value. The distribution is not symmetrical as the skewness is less than zero. With -1.63 skewness the distribution has negative skewness. The kurtosis is leptokurtic 5.22 because it is more than 3. This indicated that the responses were heavily clustered around the mean value of 6.06 (agreeing to the statement).

Table 4.33: Descriptive statistics of Stanbic Bank evaluates the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practice

N	**Valid**	81
	Missing	1
Mean		6.06
Median		6.16[a]
Mode		6.00
Std. Deviation		0.87
Variance		0.76
Skewness		-1.63
Std. Error of Skewness		0.27
Kurtosis		5.23
Std. Error of Kurtosis		0.52
Minimum		2.00
Maximum		7.00

a. Calculated from grouped data.

The table below shows that the majority of respondents, 53.7% agreed that Stanbic Bank assesses the industry as a whole in terms of new competitors and concepts, new technologies,

price trends, and labour practices to improve its corporate image and whilst only 3.7% of the respondents took a neither agree nor disagree. To add to that, respondents 29.3% responded to strongly agree that Stanbic Bank does evaluate the industry as a whole to improve corporate identity while 11.0% respondents took the option of slightly agreeing to the statement. 3.7% of the respondents disagreed showing a less positive response.

Table 4.34: Frequencies of organisation evaluated the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practices

	Frequency	**Percent**
Strongly disagree	0	0.0
Disagree	0	0.0
Slightly disagree	0	0.0
Neither agree nor disagree	3	3.7
Slightly agree	9	11.0
Agree	44	53.7
Strongly agree	24	29.3
Missing value	1	1.2
Total	**81**	**100.0**

4.5.3.2 Organisation has the knowledge and access to sources of information about the industry, markets and other external factors?

The table below reveals the mean of whether Stanbic Bank has the knowledge of and access to sources of information about the industry, markets and other external factors is 6.08. This also presented that the majority of the respondents agreed that Stanbic Bank has the knowledge and access to sources of information about the industry. With a standard deviation of 1.00. It meant that responses were not spread out from the mean value. The distribution is not symmetrical as the skewness is less than zero -1.99 negatively skewed. The Kurtosis is leptokurtic 5.22 because it is more than three. This indicated that responses from the respondents were heavily concentrated around the mean value of 6.0.

Table 4.35: Descriptive statistics of the organisation has the knowledge of and access to sources of information about the industry.

N	**Valid**	80
	Missing	2
Mean		6.08
Median		6.29[a]
Mode		6.00

Std. Deviation	1.00
Variance	0.98
Skewness	-2.00
Std. Error of	0.26
Skewness	
Kurtosis	5.22
Std. Error of Kurtosis	0.53
Minimum	2.00
Maximum	7.00

a. Calculated from grouped data.

The table below shows that the majority of respondents, 55.6% agreed that Stanbic Bank has knowledge and access to sources of information about the industry, markets and other external factors and whilst only 1.2% of the respondents took a neither agree nor disagree. Furthermore, 32.1% respondents strongly agreed that Stanbic Bank has the knowledge and access to sources of information about the industry, markets and other external factors while 6.2% respondents took the option of slightly agreeing to the statement. 3.7% and 1.2% of the respondents slightly disagreed and disagreed respectively, showing a less positive response.

Table 4.36: Empirical results of the organisation has the knowledge of and access to sources of information about the industry.

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	1	1.2
Slightly disagree	3	3.7
Neither agree nor disagree	1	1.2
Slightly agree	5	6.2
Agree	45	55.6
Strongly agree	26	32.1
Total	**81**	**100.0**

4.5.3.3 Organisation performs external and internal analysis to identify key strengths and weaknesses in the organisation to improve competitive advantage?

The table below presents the mean of whether Stanbic Bank performs external and internal analysis to identify key strengths and weaknesses in improving the Banks image is 6.11. This indicated that the majority of the respondents agreed that the Bank does perform external and internal analysis to identify key strengths and weaknesses in improving the Banks. This is also presented with a low standard deviation of 0.75. Indicating that the majority of the responses

was not spread out of the mean value. The distribution is negatively skewed -0.56. The kurtosis is platykurtic 0.13 because it is lower than 3. This means that the responses were not heavily concentrated around the mean compared to leptokurtic distribution.

Table 4.37: Empirical results of the organisation perform external and internal analysis to identify keys strengths and weakness to improve competitive advantage

N	Valid	80
	Missing	2
Mean		6.11
Median		6.17[a]
Mode		6.00
Std. Deviation		0.75
Variance		0.56
Skewness		-.056
Std. Error of Skewness		0.27
Kurtosis		0.13
Std. Error of Kurtosis		0.53
Minimum		4.00
Maximum		7.00

a. Calculated from grouped data.

The table below presents that the majority of the respondents, 51.9% agreed that Stanbic Bank performs external and internal analysis to identify key strengths and weaknesses in the organisation to improve its competitive advantage. Results also indicated 30.9% respondents strongly agreed while 14.8%, slightly agreed to the statement. No respondents disagreed with the statement.

Table 4.38: Empirical results of the organisation perform external and internal analysis to identify key strengths and weakness to improve competitive advantage

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	0	0.0
Slightly disagree	0	0.0
Neither agree nor disagree	2	2.5
Slightly agree	12	14.8
Agree	42	51.9
Strongly agree	25	30.9
Total	**81**	**100.0**

4.5.3.4 Organisation reviews the mission and goals in light of the apparent threat and strength to improve its competitive advantage?

The table below reveals the mean of whether Stanbic Bank reviews the mission and goals in light of the apparent threat and strength to improve its competitive advantage is 6.05 which indicates that the majority of the respondents agreed that Stanbic Bank reviews the Banks' mission and goals in light of the apparent threat to improve that Banks' competitive advantage. The standard deviation is 1.00. This indicated the majority of the responses were gathered around the mean value of 6.05. The distribution is negatively skewed -1.12. The kurtosis is platykurtic 2.05 because it is less than three. This means that the responses were less concentrated in the mean value compare to leptokurtic distribution.

Table 4.39: Descriptive statistics of the organisation reviews the mission and goals in light of the apparent threat and strength to improve its competitive advantage

N	Valid	81
	Missing	1
Mean		6.03
Median		6.14[a]
Mode		6.00
Std. Deviation		1.00
Variance		0.77
Skewness		-1.12
Std. Error of Skewness		0.27
Kurtosis		2.05
Std. Error of Kurtosis		0.52
Minimum		3.00
Maximum		7.00

a. Calculated from grouped data.

The table below presents that the majority of the respondents, 46.9% agreed that Stanbic Bank reviews the mission and goals in light of the apparent threat and strength to improve its competitive advantage whilst only 2.5% of the respondents slightly disagreed. Additionally, there were 32.1% and 1.2% of the respondents who strongly agreed and neither agreed nor disagreed respectively.

Table 4.40: Frequencies of the organisation reviews the mission and goals in light of apparent threat and strength to improve its competitive advantage.

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	0	0.0
Slightly disagree	2	2.5
Neither agree nor disagree	1	1.2
Slightly agree	14	17.3
Agree	38	46.9
Strongly agree	26	32.1
Total	**81**	**100.0**

4.5.4 Corporate identity challenges

4.5.4.1 Organisation has difficulties in communicating the right corporate identity programmes to employees?

The table below reveals that mean of whether Stanbic Bank experiences difficulties in communicating the right corporate identity programmes to employees is 4.22. This indicated that the majority of the respondents neither agreed nor disagreed indicating a neutral point. This indicated that the respondents were not sure. The standard deviation is 1.39 which is also below the mean point. This presented that the majority of the responses were not spread out from the mean value of 4.22. The distribution is negatively skewed -0.09. The kurtosis is platykurtic -0.50 because it's lower than 3. This presented that the responses less concentrated around the mean. This indicated that the majority of the respondents ranged from neither disagree nor agree to strongly disagree according to the seven-point scale.

Table 4.41: Descriptive statistics of the organisation has difficulties in communicating the right corporate identity programmes

N	Valid	81
	Missing	1
Mean		4.22
Median		4.23[a]
Mode		4.00
Std. Deviation		1.39
Variance		1.93
Skewness		-0.09
Std. Error of Skewness		0.27

Kurtosis	-0.50
Std.Error of Kurtosis	0.53
Minimum	1.00
Maximum	7.00

a. Calculated from grouped data.

The table below presents the majority of the respondents alluded to the fact that they are not sure if their Bank faces various challenges in communicating corporate identity programmes. This was reflected by 24.7%. 22.2% of the respondents slightly disagreed with the statement which meant Stanbic Bank doesn't face challenges in implementing corporate identity programmes. 23.5% of the respondents slightly agreed that the Bank does face challenges in implementing corporate identity programmes while 3.7% strongly agreed with the statement. Furthermore, the results also indicated that 7.4% and 2.5% of the respondents disagree and strongly disagree respectively by stating that their Bank doesn't face problems with implementing corporate identity programmes.

Table 4.42: Empirical results of the organisation has difficulties in communicating the right corporate identity programmes.

	Frequency	Percent
Strongly disagree	2	2.5
Disagree	6	7.4
Slightly disagree	18	22.2
Neither agree nor disagree	20	24.7
Slightly agree	19	23.5
Agree	13	16.0
Strongly agree	3	3.7
Total	81	100.0

4.5.4.2 Organisation experiences financial problems in carrying out corporate identity programmes?

The table below reveals the mean of whether Stanbic Bank experiences financial problems in carrying out corporate identity programmes is 4.18. This indicated that the majority of the responses neither agreed nor disagreed indicating a neutral point or them not being sure. The table also presents multiple modes, meaning that a similar number of frequencies appearing multiple time. The standard deviation is 1.36 indicating that the majority of the responses were gathered around the mean value of 4.98. The distribution is negative -0.12. The kurtosis is platykurtic -1.193 because it is lower than 3. This indicated that the responses were less

concentrated in the mean value.

Table 4.43: Descriptive statistics of the organisation experiences financial problems in carrying out corporate identity programmes.

N	Valid	81
	Missing	1
Mean		4.18
Median		4.23[a]
Mode		3.00[b]
Std. Deviation		1.35
Variance		1.81
Skewness		-0.19
Std. Error of Skewness		0.27
Kurtosis		-1.19
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		6.00

a. Calculated from grouped data.

b. Multiple modes exist. The smallest value is shown

The table below presents that the majority of the respondents 18 (22.2%) slightly disagreed that Stanbic Bank does not experience financial problems in carrying out corporate identity programmes. 18 (22.2%) of the respondents also agreed to the statement that the Bank does finance hampers in carrying out corporate identity programmes. 18 (22%) of the respondents slightly agreed that the Bank does finance hampers in carrying out corporate identity programmes. 18 (22.2%) frequency appeared multiple times indicating similar responses. 17 (21.0%) of the respondents were left not sure of the response. This left 10 (12.3%) respondents who disagreed with the statement.

Table 4.44: Empirical results of the organisation experiences financial problems in carrying out corporate identity programmes.

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	10	12.3
Slightly disagree	18	22.2
Neither agree nor disagree	17	21.0
Slightly agree	18	22.2

Agree		18	22.2
Strongly agree		0	0.0
Total		**81**	**100.0**

4.5.4.3 Organisation has time to engage in corporate identity initiatives that promote the organisation image?

The table below points out the mean of whether Stanbic Bank has enough time to engage in corporate identity initiatives that promote Banks' image is 4.60. This indicated that the majority of the respondents slightly agreed that Stanbic Bank has enough time to engage in corporate identity initiatives that promote the organisation image. The standard deviation is 1.08 which presented the majority of the responses were not spread out from the mean value. The distribution is negative -0.37. The kurtosis is platykurtic -0.67 because it is below 3. This also presented that responses were less clustered around the mean.

Table 4:45: Descriptive statistics of the organisation has enough time to engage in corporate identity initiatives that promote the corporate image.

N	Valid	81
	Missing	1
Mean		4.60
Median		4.67[a]
Mode		5.00
Std. Deviation		1.08
Variance		1.17
Skewness		-0.37
Std. Error of Skewness		0.27
Kurtosis		-0.67
Std. Error of Kurtosis		0.53
Minimum		2.00
Maximum		6.00

a. Calculated from grouped data.

The table below shows that 33.3% respondents slightly agreed and 23.5% strongly agreed with the statement (My organisation has not enough time to engage in corporate identity initiatives). The results also indicated that 14.8% and 2.5%, slightly disagree and disagree respectively that the Bank has not enough time to engage in corporate identity programmes. This left 25.9% of the respondents who were not sure of the response.

Table 4.46: Frequencies of the organisation has enough time to engage in corporate identity initiatives.

	Frequency	Percent
Strongly disagree	0	0.0
Disagree	2	2.5
Slightly disagree	12	14.8
Neither agree nor disagree	21	25.9
Slightly agree	27	33.3
Agree	19	23.5
Strongly agree	0	0.0
Total	81	100.0

4.5.4.4 All employees in the organisation do understand the importance of corporate identity in achieving competitive advantage?

The table below presents the mean of whether Stanbic Bank employees in the organisation do understand the importance of corporate identity is 4.06. This indicated that the majority of the respondents were not sure if Stanbic Bank employees do understand importance corporate identity in achieving competitive advantage. The standard deviation is 1.47 which is below the mean point. Hence indicating that the responses were gathered around the mean point. The distribution is negative -0.20. The kurtosis platykurtic -1.00 because it is below 3. In the context of the study, the mean value of 4.06 in this question meant that the majority of the respondents were not sure of the response.

Table 4.47: Descriptive statistics of employees in the organisation do understand the importance of corporate identity

N	Valid	81
	Missing	1
Mean		4.06
Median		4.09[a]
Mode		3.00[b]
Std. Deviation		1.47
Variance		2.16
Skewness		-0.20
Std. Error of Skewness		0.27
Kurtosis		-1.00
Std. Error of Kurtosis		.529
Minimum		1.00
Maximum		6.00

The table below reveals that the majority of the respondents, 22.2% agreed that their colleagues do fully understand the importance of corporate identity with 19.8% being neutral or unsure (My colleagues do not understand fully the importance of corporate identity). 19.8%, slightly agreed with the statement. This left 12.3% and 3.7% who disagreed and strongly disagreed respectively, indicating that some employees do not understand the importance of corporate identity. To add to that, 22.2% of the respondents slightly disagreed showing a less positive reaction.

Table 4.48: Frequencies of employees in the organisation do understand the importance of corporate identity

	Frequency	Percent
Strongly disagree	3	3.7
Disagree	10	12.3
Slightly disagree	18	22.2
Neither agree nor disagree	16	19.8
Slightly agree	16	19.8
Agreed	18	22.2
Strongly agree	0	0.0
Total	81	100.0

4.6 Section D: Qualitative results

This section presents the findings of the in-depth interviews held with the branch managers of Stanbic Bank. The findings in this section are presented according to the structure of the interview guide that is attached in Appendix D.

4.6.1 Corporate identity

4.6.1.1 Theme 1: Components of corporate identity.

Seven sub-themes emerged from how Stanbic Bank defines corporate identity.

4.6.1.1.1 Sub-theme one: Visibility of the Bank to the clients

The managers' impression of how they characterise corporate identity changed regarding ideas. One of the ideas was visibility. Corporate identity in Stanbic Bank is characterised as the visibility of the Bank to the customers. For instance one of the respondents expressed that "the Bank utilises its logo to draw in customers and to be known in nature they work in".

4.6.1.1.2 Sub- theme two: Interconnected number of perceptions

The respondents characterised corporate identity as various interconnected perceptions, for example, corporate culture, corporate reputation and corporate image. One of the respondents indicated that "corporate identity is part our corporate culture. He facilitates expressed that corporate identity in Stanbic Bank is considered important. For example, all that we do as Stanbic Bank we consider corporate personality first before any move is made".

4.6.1.1.3 Sub- theme three: Defines all the issues of Stanbic Bank

The respondents expressed that corporate identity of Stanbic Bank characterises every one of the issues of the Bank for example advertising and business activities. The respondents further demonstrated that "corporate identity is one of the effective instruments that the Bank uses to enhance its image to customers and Stanbic Bank corporate identity is the same in all branches in Tanzania".

4.6.1.1.4 Sub-theme four: Unique/ distinctiveness characteristics of the Bank

The respondents firmly expressed that corporate identity of Stanbic Bank manages extraordinary qualities of the Bank unique in relation to others for instance Bank logo, and building structure. For example one of the respondents specified that "our building structures are not quite the same as different banks in Tanzania, for instance, our building structure at the Silencer Bridge". This peculiarity of the bank depicts a specific sort of image to our customers.

4.6.1.1.5 Sub- theme five: Active social media

The respondents expressed active social media as one of the ways Stanbic Bank advances its corporate character. Stanbic Bank concentrates on the right market and focuses on the fitting media with the right messages. For example one of the respondents expressed that, "Stanbic Bank is a piece of Standard Bank. So as Stanbic Bank Tanzania we have our own particular Facebook page, Twitter account, and our own showcasing exercises furthermore our own site appearance. The Bank's first impression in potential customers is vital".

4.6.1.1.6 Sub-theme six: Billboards and advertisements

One of the techniques that were commonly mentioned by the managers was billboards and advertisements. Respondents stated that the marketing team in Stanbic Bank is responsible for populating any social media, for example, Facebook, Twitter for the targeted group.

Respondents further stated that the Bank does advertise on the television and through billboards which are typically found in high-traffic areas such as in Posta city centre, Kariakoo and Salendar Bridge and along the airport road as going to the airport in Dar-es-Salaam.

4.6.1.1.7 Sub-theme seven: Automatic frequent activities

The respondents specified that one of methods Stanbic Bank maintains its corporate identity is automatic frequent activities. These activities support the Bank to save money and time and also help the Bank to improve the homogeneousness. For instance letters, e-mails, messages and reports. These items are implemented carefully within Stanbic Bank. There are automated in accordance with Stanbic Bank needs.

4.6.2 Research objective 1: Strategic orientation

4.6.2.1 Theme 1: Strategic orientation features

Five sub- themes emerged from how Stanbic Bank specifies missions, values and goals to portray a favourable corporate identity to its Stakeholders.

4.6.2.1.1 Sub-theme one: Recruitment process

The respondents clearly specified that Stanbic Bank utilises the recruitment process as one of the routines through which employees know about the pertinent qualities and standards that prompt to enhancing the Bank's image. For example one of the respondents expressed that "before the worker is enlisted he/she goes under preparing process through which department. One of the centre departments is marketing henceforth the employee will know the pertinent qualities and standards that will enhance the corporate image of the Bank".

4.6.2.1.2 Sub-theme two: Monitoring and accountability

Besides that, the interviewee's said checking and accountability as one of the ways employees become more acquainted with the significant qualities and standards. One of the respondents expressed that, they convey to the employees the right values and standards that they ought to depict this applies to customer service employees and relationship managers.

4.6.2.1.3 Sub-theme three: Well-structured long and short term goals that support corporate identity.

Related to this aspect, the respondents concurred that Stanbic Bank objectives and vision do bolster Stanbic Banks' corporate identity. For instance one of the respondents expressed that both Banks' short and long term goals bolster the Banks' corporate character". Stanbic Bank long term goals go past Tanzania. Each objective the Bank puts crosswise over spotlights on the corporate image of the Bank. One of the respondents gave a case that "right now our technique is to bring customers. Customers that convey more income to the Bank. Doing this draws in different customers and this advances the image of the Bank".

4.6.2.1.4 Sub-theme four: Strategic Plan to create long and short term goals

The respondents emphasised that the Bank uses its strategic plan as (Standard Bank) to create its long and short term goals. The respondents further said that the strategic plan that results from such a process will provide the Bank with a four- to the five-year road map, categorising the goals towards which the Bank will work to meet its mission and realise its vision to promote its corporate identity. The Bank also normally outsources the local marketing agencies to help with corporate identity activities.

4.6.2.1.5 Sub-theme five: Close communication with employees

Furthermore, the interviewees stated that Stanbic Bank draws close communication with employees, for instance, one of the respondents mentioned that, "we keep check on the communications that employees in the Bank draw up themselves, for instance, e-mail signatures, PowerPoint presentations or Word documents as these are likely to deviate from Stanbic Bank corporate identity.

4.6.3 Research Objective 2: Strategic action

4.6.3.1 Theme 1: Strategic action factors

Two sub-themes emerged from how Stanbic Bank recognises areas of right practice to achieve organisational goals in direction of organisation's mission and philosophy.

4.6.3.1.1 Sub-theme one: Outsource local marketing agencies

The interviewees stated that the Bank outsources local marketing agencies. The local marketing agencies deal with the gathering information about the environmental factors that affect the perception of stakeholders. Basically, the local marketing vendors will deal with corporate identity activities of the Bank. This was noted with one of the respondents, who stated that **"**the Bank outsources such activities to local marketing vendors. They are people called IPSOS market research and local marketing integrated communication in Tanzania".

4.6.3.1.2 Sub-theme two: Centralised marketing system

The interviewees further stated that the Bank has a centralised marketing system that helps in improving the Banks' corporate identity. The headquarters of Stanbic Bank handle all matters concerning corporate identity and the brand itself i.e. the Bank outsources the integrated communication local vendors that assist the Bank in corporate identity activities that lead to improving the bank's corporate image to the client.

4.6.4 Research Objective 3: Strategic function

4.6.4.1 Theme 1: Strategic function elements

Two sub- themes emerged from strategic function. It mainly concerns with the ways in which an organisation will achieve its goals to gain competitive advantage.

4.6.4.1.1 Sub-theme one: The marketing department

The interviewees expressed that the marketing department in the Bank is in charge of enhancing corporate character exercises that prompt to competitive advantage. The marketing team in the Bank is responsible for the issues that deal with the corporate identity of the Bank. The respondents reported that "managers of Stanbic Bank Tanzania are not in charge of the techniques taken to audit the mission and objectives that will prompt to enhance the Banks' image or competitive advantage". Stanbic Bank applies clear objectives and missions. The respondents included that, "all that we do in regards to mission or objectives we do it in an indistinguishable path from whatever remains of Stanbic Bank Branches in Africa. We do similar systems. Same exercises that will enhance the bank's competitive advantage and consistency in Tanzania and Africa.

4.6.4.1.2 Sub-theme two: Outsource local marketing agencies

The respondents stated that the Bank outsources local marketing agencies to perform external and internal analysis that identify key strength and weakness in the Bank that leads to improving the bank's competitive advantage. For example one of the respondents stated that the marketing agencies help us with gathering data that affect Stanbic Bank corporate identity. They perform external and internal analysis to identify key strength and weakness in the organisation to improve competitive advantage". The agencies will distribute questionnaires to stakeholders of the Bank.

4.6.5 Research Objective 4: Corporate identity challenges

4.6.5.1 Theme 1: Corporate identity challenges of Stanbic Bank

Two sub-themes emerged from corporate identity challenges.

4.6.5.1.1 Sub-theme one: Partial lack of commitment

One of the respondents stated that there is a partial lack of commitment of some employees. For example missed commitments with excuses, explanations and finger-pointing rather than a rigorous and energetic desire to get to the source of the problems, get back on track and take ownership for what went wrong. It's a challenge when the Bank is trying portray a certain kind of identity to its clients to improve the Banks' image.

4.6.5.2 Sub-theme two: Technology competition

Technology competition is one of the external forces that the Bank encounters when implementing corporate initiatives. One of the respondents mentioned that "banks are different for example the internal effective use of technology, has an impact on the Banks' success and corporate identity. As information is distributed resourcefully to those who need it when they need it, lines of control and influence become clearer to employees. Employees will self-organise in new and more effective ways to help clients of the Bank. So the Bank has to make sure to acquire appropriate technology systems improve our communication skills with the clients which are a challenge as we well know technology is not static".

4.7 Conclusion

The chapter presented the results from the data that was collected in the empirical study captured and analysed using Statistical Package for Social Science (SPSS) and Thematic analysis. The data was interpreted in line with the research objectives. The following chapter discusses the research findings in detail.

CHAPTER FIVE
DISCUSSION OF RESEARCH FINDINGS

5.1 Introduction

The previous chapter presented and interpreted the empirical results of the study. This chapter provides the discussion of research findings in line with reviewed literature and the research objectives. The main focus of this study was to explore the strategic dimensions that Stanbic Bank applies in developing its corporate identity that improves Stanbic Bank's image, profitability and performance against its competitors in the industry. In particular, the study explored the strategic orientation, strategic action and strategic function strategies used by Stanbic Bank to build and maintain its corporate identity.

5.2 Research Objective 1

To explore the strategic orientation that Stanbic Bank is using to build and maintain its corporate identity.

According to Shahri (2012:296), the first strategic dimension of interaction between corporate identity and strategy is organisation's strategic orientation. Strategic orientation procedure supports the organisation in clarifying future direction, creating defensible decisions, solving major problems and thinking strategically.

The reason for Research Objective 1 was to explore the mission, qualities and vision of Stanbic Bank. Missions and qualities convey organisations' particular techniques, targets and activity arrange that amplify competitive advantage that prompt to building up an ideal corporate image for the organisation and enhances hierarchical execution (Shahri, 2012:296). To add to that, very much organised mission statements of purpose every now and again address highlights like clients, items/administrations, area, utilization of innovation, sympathy toward survival, rationality, self-idea and sympathy toward open image (Shahri, 2012:298).

The study found that Stanbic Bank has an all-around organised statement of purpose. This was demonstrated with a mean of 6.18 and standard deviation of 0.70 which showed that the reactions were not far-reaching out from the mean esteem. The mean estimation of 6.18 demonstrated that most of the respondents concurred with the announcement. Shahri (2012:296) ponder uncovered that all around characterised statements of purpose help the association to decide the great personality for the future and clears association bearing for representatives and supervisors which will prompt to great corporate image and competitive advantage.

The study by Williams (2008:99) in view of statements of purpose of 1000 organisations discovers that lower performing organisations quit more regularly than higher performing organisations on the grounds that their statements of purpose do exclude essential characteristics of the organisation. Higher performing organisations incorporate data about the area and rationality of the organisation on the statement of purpose which gives an ability to know east from west to workers in the association. Williams (2008:99) presumes that segments, for example, survival, data with respect to workers, objectives, values, open picture are critical in enhancing hierarchical execution and getting down to business the corporate character of the organisation.

The study by Ingenhoff and Fuhrer (2010:87) investigated the part and significance of statements of purpose incorporate personality. Ingenhoff and Fuhrer (2010:87) perceived that diverse partner gatherings, for example, workers, providers, and shareholders are less tended to partners. The most tended to partners are clients. Clients are the frequently tended to about organisation items and administrations thus this prompts to upper hand. Ingenhoff and Fuhrer (2010:87) additionally found that an organisation's character, and accordingly its centre logic and qualities can be imparted through mission and vision explanation. They promote proceeded with say that, statement of purpose echoes the organisation's explanation behind being and should answer the question where is our organisation going later on (Ingenhoff and Fuhrer, 2010:87).

As per Madu (2013:1) that organisation's main goal characterises the portion of clients the organisation seeks after to fulfil, the market fragment it pursues to serve, and the assets conveyed to accomplish the reason. Accordingly, the mission investigation with accentuation on angles identified with the organisation's character causes the attractive personality of the association later on and hence it helps the association to decide the most loved character for the future and clears hierarchical course for workers and directors. To add to that, the arrangement of the association individuals with the association's vital introduction is additionally imperative for situating in the market. To add to that, very much organised statement of purpose contribute in accomplishing the vision proclamation of the association consequently, this prompts to upper hand (Shahri, 2012:296).

The study by Balmer (2012:1067) revealed that corporate identity management is concerned with the conception, development, and communication of an organisation's mission,

philosophy, and ethos. Balmer (2012:1067) further stated that a company that well- structures its mission and goals will progressively achieve its desired corporate identity.

The study showed that most of the representatives and administration of Stanbic Bank do comprehend the statement of purpose. This was upheld by most of the respondents 49.4% consenting to the announcement and standard deviation of 0.76 which showed that greater part of the reactions was accumulated around the mean of 6.19. The mean estimation of 6.19 demonstrated that most of the respondents concurred that their partners do comprehend the statement of purpose. The investigation of Balmer (2012:1067) uncovered that it is significant for senior supervisors and representatives to comprehend the statement of purpose of the association. Additionally, Balmer (2012:1067) expressed that mission and vision articulations give a critical channel to imparting fundamental qualities and standards to target gatherings, for example, purchasers, shareholders, and workers. Thusly it is critical for chiefs and representatives to comprehend statement of purpose as it structures part of the corporate character that appears to the partners.

The test results also revealed that the greater part of the respondents think about the qualities and guidelines of the Bank. This was noted with a mean of 6.23 (agreeing to the declaration according to the seven-point scale) and the standard deviation of 0.59 which demonstrated that bigger part of the responses was amassed around the mean estimation of 6.23. To add to that, one of the respondents communicated in the gatherings that, it is through enrollment handle that specialises turn out to be more familiar with the qualities and models. The respondent communicated that, "before the labourer is enlisted he/she goes under getting ready through all divisions one of the inside workplaces is showcasing. No specialist is used until he/she completes the enrollment methodology". Balmer (2012:1067) consider revealed that corporate character is produced on corporate personality and thusly on the qualities display inside an association. Balmer (2012:1067) continued saying that, one potential way to deal with describe an association is by the usage of personality, character properties, direct and values. Delegates observing the right qualities shapes social homogeneity in an affiliation. Hiller and Verdier (2014) consider revealed that an affiliation's lifestyle is described as shared feelings and slants among people from one affiliation, particularly, between the base and the most noteworthy purpose of the dynamic framework. Hiller and Verdier (2014:95) furthermore said that the social homogeneity handles coordination issues and inspiration issues inside the relationship by getting closer viewpoints and desires of agents and by modifying these objectives to affiliation's goals. To add to that, Balmer (2012:1067) focus on revealed that, corporate

identities are routinely advanced with trademark values, which are of huge worth: values, which can be depicted in key, budgetary, energetic, and social and in average terms. These various sorts of critical worth clear up why they can be of significance to affiliations, to clients and partners and to society which prompts to building feasible corporate character.

Additionally, the majority of respondents agreed that Stanbic Bank has well written long and short term goals. Having well stated long and short goals are part of the strategic orientation process as it channels the organisation in creating a favourable corporate identity (Shahri, 2012:297). Shahri (2012:297) study revealed that long and short terms goals are tied together. One of the respondent in the interviews stated that "both our short and long-term goals support our corporate identity. Our long term goals go beyond Tanzania. On every goal we put across it must focus on the corporate image of the Bank for example right now our strategy is to bring clients, not just clients. Clients that bring more income to the Bank. Doing this attracts other clients and promotes the image".

Madu (2013:2) study revealed that companies in a period of four to five years engage to its board of directors and other stakeholders in a strategic planning process. The strategic plan that results from such a process will provide the organisation with a four- to the five-year road map, identifying the goals towards which the company will work to meet its mission and realise its vision in the future. To this case, short-term goals identify the work the organisation will undertake. Short term goals include objectives, activities and timelines. According to Shahri (2012:297), corporate identity is made up of vision, mission, values and goals. Therefore formulating well-structured goals will help an organisation in building up a favourable corporate identity to its stakeholders.

The empirical results also revealed that the majority of the respondents (59.3%) agreed that Stanbic Bank business objectives are primarily driven to fulfil the Bank's vision, mission and values. This was presented with a mean of 6.11 and a standard deviation of 0.79 which is below the mean. Indicating majority of the responses were not wide spread out from the mean value of 6.11. This validates that Stanbic Bank as well articulated and expressed business objectives which communicate management's goals, vision, mission and values to the stakeholders, this helps to steer the energies of the Bank in particular direction that is favourable for the Bank. Madu (2013:2) study revealed that vision must be related to the values of the company, which represents an embodiment of the company. The company's values are essential to guiding the vision hence this leads building up a sustainable corporate identity and image.

5.3 Research Objective 2

To examine the strategic action that Stanbic Bank is using to build and maintain its corporate identity

The second strategic dimension of interaction between corporate identity and strategy is organisation's strategic action (Shahri, 2012:297). The purpose of Research Objective 2 was to explore the areas of right practice that lead to in achieving Banks' goals in the direction of the Bank's mission and philosophy. Strategic action manages multiple activities simultaneously to accomplish goals. It establishes efficient work procedures to meet objectives and forms the right structures, process, and/or teams to enhance productivity (Shahri, 2012:297).

The empirical results revealed that the majority of the respondents (55.6%) agreed that Stanbic Bank has well-defined business objectives, goals and dominant values that govern the Bank and of which all employees agree to in all functional areas of the Bank. This creates a unique identity, personality and behavioural coordination in the Bank. Susanne and Ellerup Nielsen (2011) revealed that corporate identity in organisations is perceived in different ways by the stakeholders. The way in which an organisation's identity is perceived is through behaviour and communication. Susanne and Ellerup Nielsen (2011:205) further indicated that a company having the same identity in all its functional areas creates a unique competitive advantage for its organisation and it is regarded as an important strategic resource in relation to ensuring that a corporation is perceived as credible and legitimate by its stakeholders. Shahri (2012:298) study is similar to Susanne and Ellerup Nielsen (2011:209). Shahri (2012:298) study indicated that each organisation has its own identity, which is less or more unique. This conception is fulfilled by communication inside and outside in the functional areas of the organisation. Strategically planned corporate identity is successively satisfied by the concrete functional behaviour of the organisation (Shahri, 2012:299).

The majority of the respondents agreed that Stanbic Bank does analyse the environmental factors that affect the perceptions of stakeholders to achieve the stated organisational goals. This was noted with a mean of 5.69 and a standard deviation of 1.11. Standard deviation being below the mean indicates that the responses were not widespread from the mean. To add to that, one of the respondents stated that, "Stanbic Bank outsources local marketing vendors. They are people called IPSOS market research and local marketing integrated communication in Tanzania". They assist us to analyse the environmental factors that affect the perceptions of stakeholders to achieve the stated Bank goals. Shahri (2012) indicated that analysing the

perceptions of the environment in the line with environmental factors has a significant effect on the performance and competitive advantage of the organisation.

The findings also revealed that the majority of the employees (56.6%) agreed that Stanbic Bank periodically gathers and analyse data about its market and other external factors which affect the corporate identity of the business. This was presented with a mean of 5.70 and a standard deviation of 1.19 which presented that majority of the responses were gathered around the mean. This further illustrated that Stanbic Bank does collect data about its market and analyses the collected data in order to create a better corporate image to its stakeholders. Shahri (2012:299) stated that environmental analysis with emphasis on creating a better corporate identity results in achieving competitive advantage.

The findings revealed that Stanbic Bank does view its employees as partners in charting the direction of the business to achieve the stated goals and corporate identity. This was presented with a mean of 5.68 and a standard deviation of 1.17. This indicated majority of the response were gathered around the mean value. It also pointed out that Stanbic Bank does involve its employees in leading the Bank to its organisation goals. This is one of the important characteristics that were revealed by Arendt and Brettel (2010:1471), as it can influence the attractiveness of the organisation to the employees who work in the organisation. As such, it increases the motivation of the employees and attracts better and more qualified applicants which lead increased organisational performance and competitive advantage. To add to that, Stanbic Bank's functions and plans seek to address the goals and image of the organisation. This was supported by the majority of the respondents 50.6% who agreed that Stanbic Bank's functions and plans do seek to address the goals and image of the organisation. Shahri (2012:299) study revealed that functional strategies normally determine the future competitive advantage due to its administrative and operational nature.

Empirical results further presented that Stanbic Bank work plans are organised, coordinated and monitored to meet the Banks' corporate strategy. This was presented with a mean of 5.84 and a standard deviation of 0.92. This indicated that most responses are gathered around the mean. This shows that Stanbic Bank vision, mission and goals are all channelled and monitored to meet the Bank's overall corporate strategy. Shahri (2012:299) study revealed that the main objective of corporate strategy found in a company is to create added value and maintain on

the long run competitive advantage. To add to that Shahri (2012:299) further indicated that, determining goals and missions, irrespective of the corporate strategy will not be possible.

5.4 Research Objective 3

To understand the strategic function that Stanbic Bank is using to build and maintain its corporate identity

This objective primarily explored the ways in which Stanbic Bank will achieve its goals to gain competitive advantage. The third strategic dimension of interaction between corporate identity and strategy is a strategic function (Shahri, 2012:298). Shahri's (2012:298) theoretical framework specified that strategic function mainly concerns with the ways in which an organisation will achieve its goals.

Empirical results revealed that majority of respondents (53.7%) agreed that Stanbic Bank evaluates the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practices to improve its competitive advantage. This specifies that Stanbic Bank evaluates both internal and external factors to improve its corporate identity. Respondents who participated in the interviews stated that the Bank outsources local marketing vendors to assist them to evaluate the industry in terms of factors that affect Stanbic Banks' corporate identity. The respondents further identified that the local marketing vendors normally distribute questionnaires to different stakeholders of the Bank. The study by Dhalla and Carayannopoulos (2013:152) revealed several factors (internal and external factors) that contribute to increasing the importance of corporate image. For example, the development of new technologies has become one of environmental complexity and change. This has forced many business enterprises to significantly alter their strategies to better compete and survive (Dhalla and Carayannopoulos, 2013:155).

The empirical findings revealed that the majority of the respondents (55.6%) agreed that Stanbic Bank has knowledge and access to sources of information about the industry, markets and other external factors showing a more positive response. This meant that Stanbic Bank knows the factors that build up a strong corporate identity which leads to a good corporate image and competitive advantage. The study by Dhalla and Carayannopoulos (2013:160) pointed out extra and intra organisational factors that build up a strong corporate identity, for instance, media attention in organisations, external recognition, industry rankings, and human resource and among others. Knowing these factors help build a strong corporate identity.

Additionally, empirical findings also indicated the Stanbic Bank performs external and internal analysis to identify key strengths and weaknesses in the Bank to improve competitive advantage. This indicated that the management of Stanbic Bank performs a SWOT analysis to improve its competitive advantage. According to Hitt, Ireland and Hoskisson (2012:51), successful strategies report four elements of the setting within which the company operates: the company's strengths, its weaknesses, the opportunities in its competitive environment, and the threats in its competitive environment.

The empirical evidence indicated that Stanbic Bank reviews its mission and goals in light of the apparent threat and strength to improve its competitive advantage. This expresses that Stanbic Bank appraises its mission and goals in light of the apparent threats and strength in order to not lose track what they really want to gain at the end. The study by Madu (2013:4) revealed that it is significant for organisations to know their strategic vision and mission. Knowing the organisational strategic mission and vision in light apparent threat and strengths provides the logical reason for future plans and directions of the company, and this directs the Bank in a particular direction, providing a strategic direction for the Bank to follow and is the aspirations of shareholders in the long run hence leading to improved corporate image, organisational performance and competitive advantage.

5.5 Research Objective 4
To explore the challenges of using corporate identity as a source of competitive advantage in Tanzania

The main aim of this objective was two-fold. Firstly the researcher wanted to understand corporate identity-related challenges faced by the Bank. Secondly, the researcher wanted to get insights on how they are coping with these challenges at the Bank.

Empirical results indicated that respondents were are not sure if their Bank faces various challenges in communicating corporate identity programmes. This was reflected by (24.7%) of the respondents. (22.2%) of the respondents slightly disagreed with the statement which meant Stanbic Bank doesn't face challenges in implementing corporate identity programmes. (23.5%) of the respondents slightly agreed that Bank does face challenges in implementing corporate identity programmes while (3.7%) strongly agreed to the statement. Furthermore, results also indicated that (7.4%) and (2.5%) of the respondent disagree and strongly disagree respectively by stating that their Bank doesn't face problems with implementing corporate identity programmes. Under this objective respondents had different views regarding corporate identity

challenges. However, in the in-depth interviews, one of the respondents clearly stated that the Bank does face a partial lack of commitment and technology competition as one of the corporate identity challenges.

Empirical results also revealed that (22.2%) of the respondents slightly disagreed that their Bank experience financial problems in carrying out corporate identity programmes which meant the Bank does not face financial problems while carrying out corporate identity activates. (22.2%) of the respondents agreed with the statement that the Bank does finance hampers in carrying out corporate identity programmes. This also indicated that every respondent had they own thoughts about the Bank finances and how it affects corporate identity. This was indicated by the similar percentages and modes in the Table 4.42. With regards to the availability of time to engage in corporate identity initiatives, (33.3%) slightly agree and (23.5%) strongly agree to statement (My organisation has no enough time to engage in corporate identity initiatives).

5.6 Conclusion

This chapter outlined the discussion of research findings in line with the objectives of the study. The discussion made critical reference to summarise the key discussions. The next chapter will conclude the study by outlining the summary of the study, pointing and highlighting on research contributions and recommendations for further research.

CHAPTER SIX

CONCLUSIONS AND RECOMMENDATIONS FOR FURTHER RESEARCH

6.1 Introduction

The previous chapter discussed research finding of the study. This part exhibits the rundown and highlights on research recommendation and suggestions for further research.

The motivation behind the research was to investigate the vital measurements that Stanbic Bank applies in building up its corporate identity that enhances Stanbic Bank's image, productivity and execution against its rivals in the business. The key point of this section is to offer conclusions, amass the synopsis of the study and give key dialogues on the recommendations of the study to the domain of administration. The chapter gives key recommendations as a grounds for future studies in the field corporate identity, and in conclusion, the section laid out a few constraints of the concentrate in order to edify peruses on the issues experienced in the study.

6.2 Research objective 1

To explore the strategic orientation that Stanbic Bank is using to build and maintain its corporate identity.

Strategic orientation presents the mission, values and vision of an organisation. Mission, values and vision are the living images of an organisation that demonstrate the authoritative bearings. Characterising and setting objectives to shape the organisation's central goals which make up the character and identity of the organisation.

Stanbic Bank has a well-characterised mission statement. The mission analysis with accentuation on perspectives identified with the Bank's distinctiveness causes the alluring personality of the Bank later on and consequently, it helps the Bank to decide the most favourable identity for the future and clears authoritative course for employees and managers. The alignment of the employees and the organisation's strategic orientation is also essential for positioning in the market and supports the stakeholders and it achieves the vision and future beliefs. An explicit expression of corporate identity in the process of strategic planning causes the alignment of organisational goals and the objectives of the stakeholders at now and the future.

6.3 Research objective 2

To examine the strategic action that Stanbic Bank is using to build and maintain its corporate identity

Strategic action is the procedure to distinguish areas of right practice to accomplish authoritative objectives with a specific end goal to organisation's main goal and rationality. Techniques ought to mirror the natural examination and brings about accomplishing the hierarchical mission and objectives. Strong corporate personality recognises the organisation's position in nature and is viewed as a reinforcing factor in corporate strategy.

Stanbic Bank has a well-defined business objectives, goals and prevailing qualities that represent the Bank and of which bolster the general corporate identity of the Bank which all representatives consent to in every functional area of the Bank. This makes a unique character, identity and behavioural coordination in the Bank. Besides, Stanbic Bank does intermittently assemble and break down information about its market and other outer components which influence the corporate identity of the business. This demonstrated that Stanbic Bank collects information about its market and examinations the gathered information keeping in mind the end goal to make a superior corporate image to its stakeholders. Shahri (2012) expressed that ecological investigation with accentuation on making a superior corporate personality brings competitive advantage.

6.4 Research objective 3

To understand the strategic function that Stanbic Bank is using to build and maintain its corporate identity

The most vital part of corporate identity is creating competitive advantage. Creating competitive advantage and balancing out it are two critical considers. In order to sustain competitive advantage, senior managers must concentrate on the exploitation of intra-organisational and environmental resources, which are viewed as uncommon to maintain (Shahri, 2012).

Stanbic Bank assesses the business in general as far as new competitors and ideas, new advancements, value patterns and work practices to enhance its competitive advantage. This specifies that Stanbic Bank evaluates both external and internal factors to enhance its corporate identity and competitive advantage. Besides, Stanbic Bank audits its central goal and objectives in light of the risk and quality to enhance its competitive advantage. This communicates that

Stanbic Bank assesses its main goal and objectives in light of the clear threats and quality keeping in mind the end goal to not lose track what they truly need to pick up toward the end.

6.5 Research objective 4
To explore the challenges of using corporate identity as a source of competitive advantage in Tanzania.

The researcher needed to comprehend corporate identity-related difficulties confronted by the Bank. Furthermore, the researcher needed to get insights on how they are coping with these difficulties at the Bank.

There is incomplete absence of responsibility of employees. This was mentioned in the in-depth interviews with the branch managers. For instance missed duties with reasons, clarifications and blame dealing as opposed to a thorough and vigorous longing to get to the wellspring of the issues, get back on track and take proprietorship for what turned out badly. It's a test when the Bank is attempting depict a specific sort of personality to its customers to enhance the Banks' image.

Innovation rivalry is one of the outer powers that the Bank experiences while actualizing corporate activities. Banks are diverse for instance the inner viable utilisation of innovation affects the Banks' prosperity and corporate personality. As data is disseminated ingeniously to the individuals who require it when they require it, lines of control and impact get to be clearer to representatives. Workers will self-compose in new and more viable approaches to help customers of the Bank. So the Bank needs to make a point to obtain suitable innovation frameworks that enhance relational abilities with the customers.

6.6 Research contributions
The research findings made various managerial contributions to the field of management. The contributions are discussed in the following sections.

6.6.1 Managerial contributions
Corporate identity is a key and operational arrangement for presenting the organisation itself in view of the rationality, mission, long term goals and the desired image to the stakeholders. The study built up the significance of strategy in creating a sustainable corporate identity. The study results point that explicit expression of corporate identity in the process of strategic planning causes the alignment of organisational goals and the objectives of the stakeholders at now and the future. Organisations need to institute strategies to manage corporate identity owing to considerable benefits to be gained including motivation of employees, improving

customer loyalty and bringing investment into the organisation. It is, therefore, necessary for organisations to formulate, manage and communicate their identity with the objective of realising distinctiveness and competitive advantage.

The study revealed that strong corporate identity leads to the right formulation of corporate strategy and causes the effectiveness of competitive strategies and operational strategies because corporate identity sets the thoughts of the main strategy to the operationally designed activities to achieve annual goals.

The study also pointed the corporate identity components consisting of Corporate Visual Identity Systems, Corporate Culture, Corporate Communications, Corporate Structure, and Corporate Behaviour. Organisations should specify corporate identity elements and manage them consistently to enable them to establish the desired corporate image in the minds of their stakeholders.

6.7 Recommendations

Based on the findings of this study, the researcher recommends the following:

One of the problems is that lower level staff is not informed about the issue of corporate identity hence the study recommends that Stanbic Bank ought to try to secure new and propelled technologies to grow new procedures, ideas and administrations to support better communication.

The study recommends that the Bank should conduct training on corporate identity concept to lower level staff, its usefulness and how it influences the activities of the organisation. This will help employees to direct their efforts towards a better corporate identity thus reaping full benefits of it.

To add to that the study also recommends that Bank should develop a policy that guides corporate identity management and should also appoint a team that will keenly manage corporate identity so that it is not left under the custodianship of the marketing function this will help the Bank to have a better corporate identity.

Furthermore, the study recommends also the need for Stanbic Bank to continuously manage their corporate identity and corporate image for positioning and differentiation within an increasingly competitive marketplace.

6.8 Suggestions for further research

This section explores opportunities for future research. It is important to be able to link successful management of corporate identity to tangible business results. This, therefore, indicates that there is need to study corporate identity from a more qualitative perspective. In addition, it is important that additional methodological approaches be devised that would potentially reveal some of the subconscious knowledge related to the concept so as to strengthen the reliability of the findings.

Descriptive statistics did not show enough data to infer or show the significance of the results. This, therefore, indicated that there is need to study corporate identity and strategy from a more inferential statistics.

In terms of strategic dimensions, studies can be conducted to assess which dimensions of corporate identity has the most significant impact on organisational performance and then allocates resources accordingly.

6.9 Conclusion

This chapter presented the summary and conclusion of the study according to each research objectives. It outlined research contributions and highlighted on recommendations for further research. With this predefined, corporate identity is a strategic and operational plan for presenting the organisation itself based on the philosophy, mission, long-term goals and the desired image to the internal and external stakeholders. The study focused on building sustainable corporate identity and explained its interaction with the business strategy for competitive advantage. Then the strategic dimensions determined by a theoretical framework. Strategic orientation, strategic action and strategic function are the dimensions.

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UNIVERSITY OF KWAZULU-NATAL

School of Management, IT and Governance

Dear Respondent,

M Com Research Project

Researcher: Doris Kiiza (073 772 2347)

Supervisor: Mr Nigel Chiweshe (033 260 5355)

Research Office: Mariette Snyman (031 260 8350)

I, Doris Kiiza am a Masters of Commerce (Management) student in the School of management, Information Technology and Governance at the University of KwaZulu-Natal. You are invited to participate in a research that involves developing Sustainable Corporate Identity Strategies: A case of Stanbic Bank Tanzania.

The aim of this study is to explore the strategies that Stanbic Bank uses in developing its corporate identity that help improve the Bank's image, profitability and performance against its competitors in the industry.

We hope that the study will provide insights to managers and practitioners who seek an integrated approach in formulating competitive strategies that will lead to sustainable corporate identity.

The objectives of the study are:

- To explore the strategic orientation strategies that Stanbic Bank is using to build and maintain its corporate identity
- To examine the strategic action strategies that Stanbic Bank is using to build and maintain its corporate identity
- To understand the strategic function strategies that Stanbic Bank is using to build and maintain its corporate identity
- To explore the challenges of using corporate identity as a source of competitive advantage in Tanzania

Your participation in this project is voluntary. You may refuse to participate or withdraw from the project at any time with no negative consequence. There will be no monetary gain from participating in this research project. Confidentiality and anonymity of records identifying you as a participant will be maintained by the School of Management, Information Technology and Governance, UKZN

If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.

It should take about 15 minutes to complete the questionnaire. I hope you will take the time to complete the questionnaire.

Sincerely

Investigator's signature_____ Date : _____

School of Management, IT and Governance

M Com Research Project

Researcher: Ms. Doris Kiiza 0737 72 2347

Supervisor: Mr. Nigel Chiweshe 033 260 5355

Research Office: Mariette Snyman 031 260 8350

CONSENT

I_____ (full names of participant) hereby confirm that I understand the contents of this document and the nature of the research project, and I consent to participating in the research project. I understand that I am at liberty to withdraw from the project at any time, should I so desire.

_____   _____

Date…………………………………………………………

QUESTIONNAIRE

Questionnaire Number………………………………….

Section A: Demographic Details

PLEASE PLACE A CROSS (X) IN THE BLOCK THAT APPLIES

1. **AGE**

Under 20	
21-30	
453331-40	
41-50	
51-and Above	

2. **GENDER**

Male	
Female	

3. **HIGHEST EDUCATION LEVEL**

Ordinary level	
Advanced level	
Diploma	
Degree	
Post-Graduate Qualification	
Other(Specify)	

4. **LENGTH OF SERVICE WITH THIS ORGANISATION IN YEARS**

Less than 1	
1-5	
6-10	
11-15	
16-20	
21-25	
26 and above	

5. **POSITION/JOB TITLE IN THE ORGANISATION (Please Specify Below)**

…………………………………………………………………………………………

SECTION B:
- Please answer the statements honestly and openly
- There are no right and wrong answers
- Please indicate your response by placing an (X) in the block depending on how you feel
- Please respond to all statements

STRATEGIC ORIENTATION (SPECIFIES THE MISSIONS, VALUES AND VISION OF AN ORGANISATION)

6. *Our organisation has a well-defined mission (purpose of existence) statement*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

7. *Our management and higher-level staff are aware of the organisation's mission and they do understand it*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

8. *Our organisation ensures that all the employees (existing and new entrants) are aware of relevant values (norms about what is important and appropriate attitude)*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

9. *Our organisation has well written longer-term goals (3-5 years)*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

10. *Our organisation has well written short- term (1year) goals*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

11. *Our organisation's logo represents our business philosophy (vision, mission and values)*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

12. *Our business objectives are primarily driven to fulfil the organisation's vision, mission and values*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

SECTION C:

- Please answer the statements honestly and openly
- There are no right and wrong answers
- Please indicate your response by placing an (X) in the block depending on how you feel
- Please respond to all statements

STRATEGIC ACTION (PROCESS TO RECOGNISE AREAS OF RIGHT PRACTICE TO ACHIEVE ORGANISATIONAL GOALS IN DIRECTION OF ORGANISATION'S MISSION)

13. There is total agreement on our mission (purpose of our existence) across all levels and functional areas of the organisation in achieving organisational goals.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

14. Our organisation analyses environmental factors (public expectation for corporate social responsibility, quality of service, globalization) that affect the perceptions of stakeholders to achieve the stated organisational goals.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

15. Our organisation periodically gather and analyse data about its market and other external factors (competition and new technological developments) which affect the corporate identity of the business

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

16. Employees view themselves as partners in charting the direction of the business to achieve the stated goals and corporate identity (for example in daily tasks performed in the organisation)

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

17. The organisation's functions (marketing, finance, human resource, information management) and plans seek to address the goals and image of the organisation.

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

18. The organisation's work plan are organised, coordinated and monitored to meet the organisation corporate strategy

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

SECTION D:

- Please answer the statements honestly and openly
- There are no right and wrong answers
- Please indicate your response by placing an (X) in the block depending on how you feel
- Please respond to all statements

STRATEGIC FUNCTION (WAYS AN ORGANISATION WILL MOVE TOWARDS ITS STATED GOALS TO ACHIEVE ITS COMPETITVE ADVANTAGE)

19. *Our organisation evaluates the industry as a whole in terms of new competitors and concepts, new technologies, price trends and labour practices*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

20. *Our organisation has the knowledge of and access to sources of information about the industry, markets and other external factors*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

21. *Our organisation performs external and internal analysis to identify key strengths and weaknesses in the organisation to improve competitive advantage*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

22. *After completing its external and internal analyses, the organisation reviews the mission and goals in light of the apparent threat and strengths to improve its competitive advantage*

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

SECTION E:

- Please answer the statements honestly and openly
- There are no right and wrong answers

- Please indicate your response by placing an (X) in the block depending on how you feel
- Please respond to all statements

CORPORATE IDENTITY CHALLENGES

23. Our organisation has difficulties in communicating the right corporate identity programmes to employees

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

24. Our organisation experiences financial problems in carrying out corporate identity programmes

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

25. Our organisation has enough time to engage in corporate identity initiatives that promote the organisations image

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

26. All employees in the organisation do understand the importance of corporate identity in achieving competitive advantage

1	2	3	4	5	6	7
Strongly Disagree	Disagree	Slightly Disagree	Neither Agree nor Disagree	Slightly Agree	Agree	Strongly Agree

THANK YOU!!!

APPENDIX C: INFORMED CONSENT IN-DEPTH INTERVIEWS

UNIVERSITY OF KWAZULU-NATAL
School of Management, IT and Governance

Dear Respondent,

M Com Research Project
Researcher: Doris Kiiza (073 772 2347)
Supervisor: Mr Nigel Chiweshe (033 260 5355)
Research Office: Mariette Snyman (031 260 8350)

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If you have any questions or concerns about participating in this study, please contact me or my supervisor at the numbers listed above.
It should take about 30 minutes to complete the interview. I hope you will take the time to complete the interview.

Sincerely
Investigator's signature_____ Date: _____

APPENDIX D: INTERVIEW GUIDE

IN-DEPTH INTERVIEW GUIDE

Date ……………………………………………………

Interview number…………………………………

Language…………………………………………….

Name of the Bank branch……………………………

SECTION A: DEMOGRAPHIC DETAILS

1. What is your age category?

1. Under 30 years	
2. 31-40 years	
3. 41-50 years	
4. 51-years and above	

2. What is your gender?
3. What is your highest educational qualification?
4. What is your length of service with this organisation in years?
5. What is your position/job title in this organisation?

SECTION B: CORPORATE IDENTITY

Corporate Identity	Interview Questions
Often seen as a collection of visual elements, which are used in various applications to promote the image of an organisation to stakeholders. *Every organisation has an identity. It articulates the corporate ethos, aims and values and presents a sense of individuality that can help differentiate the organisation within its competitive environment*	1. How does your organisation define corporate identity? 2. What techniques does the organisation use to promote good corporate identity? 3. What methods does the organisation use to maintain and manage good corporate identity?

SECTION C: STRATEGIC ORIENTATION

Strategic orientation	Interview Questions
Specifies the missions, values and vision of an organisation. *Creates a compelling and inspired mission or sense of core purpose. Creates mileposts and symbols to rally support behind the mission. Communicates the mission through the organisation in the form of distinctive strategies, objectives and action plans that maximise competitive advantage. Inspires and motivates entire divisions or organisations to adopt the mission.*	4. How does your organisation make sure that all employees are aware of the relevant values and norms that lead in improving the organisation image? 5. Describe the steps taken in formulating both long and short term goals that support the corporate identity of the organisation? 6. To what extent does articulating a vision within the business unit affect the behaviours and performance of the organisation? Give an example.

SECTION D: STRATEGIC ACTION

Strategic Action	Interview Questions
Process to recognise areas of right practice to achieve organisational goals in direction of organisation's mission and philosophy. Manages multiple activities simultaneously to accomplish goals, Establishes efficient work procedures to meet objectives. Forms the right structures, process, and/or teams to enhance productivity	7. What are some of the major sources you use within your organisation to gather information of the environmental factors that affect the perception of stakeholders? 8. Describe a work procedure or process you have implemented or reengineered to increase you or your team's work efficiency and productivity that lead to improving the organisation's corporate image? 9. How does the organisation periodically gather and analyse data about its market that affect the organisation's corporate identity?

SECTION E: STRATEGIC FUNCTION

Strategic Function	Interview Questions
Strategic function mainly concerns with the ways in which an organisation will achieve its goals to gain competitive advantage. The most important role of corporate identity is creating competitive advantage. Competitive advantage includes the sets of factors and the capabilities that encourage the organisation to show better performance than competitors	10. Describe the steps taken to gather knowledge and sources of information about organisation competitors to the organisation competitive advantage? 11. What steps does the organisation perform external and internal analysis to identity key strength and weakness in the organisation to improve competitive advantage? Give an example 12. Describe the procedures taken to review the mission and goals in light of the apparent threat and strengths to improve the organisation competitive advantage?

SECTION F: CORPORATE IDENTITY CHALLENGES

13. This is organisation experiencing any challenges in implementing corporate identity programmes?

14. Could you please explain in detail these challenges that the organisation is facing when implementing corporate identity inactivates?

15. In your opinion, what could be the external forces influencing some of the challenges you encounter when implementing corporate identity initiatives?

THANK YOU!!

APPENDIX E: ETHICAL CLEARANCE CERTIFICATE

UNIVERSITY OF KWAZULU-NATAL ™

INYUVESI YAKWAZULU-NATALI

15 June 2016

Ms Doris Kokubelwa Kiiza (210553535)
School of Management, IT & Governance
Pietermaritzburg Campus

Dear Ms Kiiza,

Protocol reference number: HSS/0643/016M
Project title: Developing sustainable corporate identity strategies: A case of Stanbic Bank Tanzania

Full Approval – Expedited Application
With regards to your application received on 26 May 2016. The documents submitted have been accepted by the Humanities & Social Sciences Research Ethics Committee and **FULL APPROVAL** for the protocol has been granted.

Any alteration/s to the approved research protocol i.e. Questionnaire/Interview Schedule, Informed Consent Form, Title of the Project, Location of the Study, Research Approach and Methods must be reviewed and approved through the amendment/modification prior to its implementation. In case you have further queries, please quote the above reference number.

Please note: Research data should be securely stored in the discipline/department for a period of 5 years.

The ethical clearance certificate is only valid for a period of 3 years from the date of issue. Thereafter Recertification must be applied for on an annual basis.

I take this opportunity of wishing you everything of the best with your study.

Yours faithfully

....
Dr Shenuka Singh (Chair)

/ms

Cc Supervisor: Mr Nigel Chiweshe
Cc Academic Leader Research: Professor Brian McArthur
Cc School Administrator: Ms Debbie Cunynghame