DECLARATION

I declare that this research project is my original work and has not been submitted in any other University or Institution for Academic purposes.

Kimmeu Catherine Mbeti
D53/TYP/PT/20631/10

Approved by the supervisor
Mr. Eliud Obere
Lecturer, Department of Business Administration

Approved by Chairman
Dr. Stephen Muathe
Department of Business Administration
DEDICATION

I dedicate this work to my father Peter Kimeu and Mother Anna Kimeu without whose support and sacrifice I would not have achieved much in life.
ACKNOWLEDGEMENT

This work would not have come to a successful completion without the moral, financial and scholarly support from a number of persons. First, would like to express my sincere appreciation to my supervisor Mr. Eliud Obere from whom I received constant support and tirelessly directing me towards attaining the best in my research. Secondly, would like to thank my family for the financial support, moral support and love that always kept me going on with the work. Thirdly, would like to thank every lecture in Kenyatta University and the entire administration.
TABLE OF CONTENTS

DECLARATION....................................................................................................................i
DEDICATION...................................................................................................................... ii
ACKNOWLEDGEMENT ........................................................................................................ iii
TABLE OF CONTENTS .......................................................................................................... iv
ABBREVIATIONS ............................................................................................................... viii
LIST OF FIGURES .............................................................................................................. ix
LIST OF TABLES ............................................................................................................... x
ABSTRACT ........................................................................................................................ xi
CHAPTER ONE ..................................................................................................................... 1

1.0 Introduction ......................................................................................................................1

1.1 Background of Study ....................................................................................................1

1.1.1 Profile of UAP Financial Services Company .......................................................6

1.2 Statement of the problem ............................................................................................7

1.3.1 General objective .................................................................................................. 8

1.3.2 Specific objectives ............................................................................................... 8

1.4 Research Questions ....................................................................................................9

1.5 Significance of the Study ......................................................................................... 9

1.6 Scope of the Study .................................................................................................... 10

1.7 Limitations of the study ............................................................................................11
OPERATIONAL DEFINITION TERMS

**Corporate Image:** The manner in which a company, its activities, and its products or services are perceived by outsiders.

**Corporate Social Responsibility:** Conducting business in an ethical way and in the interests of the wider community, responding positively to emerging societal priorities and expectations. It involves ploughing back some of the profits to community wellbeing programmes.

**Customer Appreciation:** The idea of being grateful to a customer so that the customer can be happy with the product or services offered to them.

**Employee Development:** A joint, on-going effort on the part of an employee and the organization which intend to upgrade the employee's knowledge, skills, and abilities.

**Technological Innovation:** New tools, methods and procedures that make work easier and lead to development of new products.
ABBREVIATIONS

UAP - Union Assurance Deparis

CSR – Corporate Social Responsibility
LIST OF FIGURES

Conceptual Framework

Framework ................................................................. 30
LIST OF TABLES

Table 3.1: Target Population ......................................................................34
Table 3.2: Sampling Size ...........................................................................35
Table 4.2.1: Customer Appreciation – Gestures ......................................38
Table 4.2.2: Recommendation for introduction of reward for internal customers 38
Table 4.3.1: UAP Staff Empowerment Programmes ...................................39
Table 4.3.2: How often do you recommend UAP to conduct staff trainings and workshops...40
Table 4.3.3: Does UAP provide staff with sufficient working tools? ..............40
Table 4.3.4: Does UAP reward its hardworking staff (Frequency)? ...............40
Table 4.4.1: CSR engagement ..................................................................41
Table 4.4.2: Whether CSR influences corporate image ..............................42
Table 4.4.3: How CSR influences corporate image ....................................42
ABSTRACT

The study assessed the strategies that influence corporate image in financial service companies in Kenya with reference to UAP financial services company. The target population for the study was 74 UAP staff and 176 general clients. The research was guided by the following key concerns: how customer appreciation affect the strategies that influences the corporate image in UAP financial service company; how employee development affect corporate image in UAP financial services company; how technological innovation affect corporate image in UAP financial services company; and how corporate social responsibility affect corporate image in UAP financial services company.

The study employed descriptive survey design to find the state of affairs. The instruments for data collection will be questionnaires. The questionnaire was administered to the UAP staff and general clients. This was a useful tool that will enable the researcher to receive responses on same questions from many respondents. Descriptive statistics was used to summarise data into frequencies and percentages.

The study findings confirmed that customer appreciation, employee development, technological innovation and corporate social responsibility affect corporate image in UAP positively. The respondents however recommended the need to increase continuous development and corporate social responsibility programmes.
CHAPTER ONE

1.0 Introduction

This study was on assessment of the strategies influencing corporate image in financial service companies in Kenya (a case study of UAP financial services company). This chapter puts the study into context while giving the objectives, research questions that guided the study, statement of the problem, significance of the study and feasibility of this study.

1.1 Background of Study

Corporate image, or reputation, describes the manner in which a company, its activities, and its products or services are perceived by outsiders. Thus, this is the total impression an entity makes on the minds of people (Dowling, 1994). In a competitive business climate, many businesses actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. Therefore, corporate image is an overall perception of the company held by different segments of the public (Villanova, et al, 1990). A company that mismanages or ignores its image is likely to encounter a variety of problems and its performance will be affected too (Davis, 1996).

Corporate image is important to the company because it ensures the company practices consistency as the company needs to be steady with the product positioning. The image
portrayed must be believable in the minds of the customers and the market by ensuring that the promises made are complied. The Advertising strategy must parallel the image a company strives to create. Then the company should align their values with those of the people, partners and other businesses it deals with in order to avoid disagreements that could lead to the downfall of the organization (Rhonda, 1995).

Corporate image is achieved by a company once it deals with the strategies that influence it. There are many strategies that a company needs to put in place but this study focused on the following strategies: customer satisfaction, employee development and corporate social responsibility. Customers are arguably the single most important asset of any enterprise, large or small. Many companies, even with the best of intentions sometimes fall into the trap of taking their clients for granted, especially when things are going well. Yet building customer satisfaction and loyalty are becoming increasingly important in this time of heightened competition and globalisation (Frederick, 2001).

Customers may require other changes affecting existing arrangements. How these requests are serviced is important to the purchaser and their comfort level for making future orders. It’s important to communicate effectively with the customers, approach tasks with confidence, perform effectively and follow-up quickly on problems raised. Being honest with customers and discussing difficulties frankly is ideal too. Dealing with customers in a forthright and timely manner will eliminate potentially negative situations before they occur (Kotler, 2009).
The customer expects prompt, and courteous service. When asking for service help, customers should never have to make a second call. It's important to build customer service into every job, not just frontline sales, and marketing positions. Inventory control, delivery people, switchboard operators, repair and service staff, billing and accounts receivable employees all can have an impact. The customers should be always offered customers positive solution, not more problems. They never want to hear why something could not be done, or how they could have avoided their problems. After sales service and follow up support should be a priority. Every company should encourage complaints and respond quickly and fairly to them; provide customers with a simple procedure for registering a complaint; keep them informed regarding the resolution of a complaint. Always for the customers, deliver more than what they expect and in addressing them use their name as it reflects a strong sense of appreciation (Bradley, 1994).

Employee development is a key strategy as every organization needs well adjusted, trained, motivated, satisfied and experienced people to perform its activities. As in today’s dynamic organizations have become more complex, the importance of employee education has increased. Employee training is a learning experience; it seeks a relatively permanent change in employees that improves job performance. Training involves changing skills, knowledge, attitude or behavior. This may mean changing what employees know, how they work, or their attitudes towards their job, coworkers, managers and organization. Staff development leads to motivation and satisfaction of the employees which are key timely targets and goals achievement (Kotler, 2009).
Employee work environment should be conducive to reduce workers' misery. Employers should encourage social connections as socialization which are key component of happiness. Also encourage office celebrations for holidays and birthdays which do not need to be expensive as they can be as simple as asking everyone to bring in a covered dish. Even when there is no reason to celebrate, encourage employees to eat lunch together or alternatively, provide a comfortable eating area (Roberta, 2000).

Technology innovation is the process through which new technologies are developed and brought into widespread use. In the simplest formulation, innovation can be thought of as being composed of research, development, demonstration, and deployment, although it is abundantly clear that innovation is not a linear process - there are various interconnections and feedback loops between these stages, and often even the stages themselves cannot be trivially disaggregated. New technologies create new products and new processes. Technology can reduce costs, improve quality and lead to innovation (cooper, 2001).

Corporate Social Responsibility is the continuing commitment by business to behave ethically and contribute to economic development while improving the quality of life of the workforce and their families as well as of the local community and society at large. It’s also a concept whereby companies decide voluntarily to contribute to a better society and a cleaner environment. Being socially responsible creates goodwill and a positive image for an organizational brand. Trust and a good reputation are some of a company’s most valuable assets. When corporate social responsibility is arranged properly, it will
open up a myriad of new relationships and opportunities and grow the company’s culture which the staff and the wider community genuinely believe in (Kumba, 2009).

Corporate social responsibility (CSR) attracts and retains staff, investors, customers and helps to cut the business costs. Organizations ought to remember that they must implement the corporate social responsibility programs strategically. Just giving a donation is not enough. The best CSR programs are based on a two-way relationship and this allows both parties to be challenged and grow together. In addition CSR should be in line with the values of your company, customers and staff. Most importantly, they must be based on a genuine concern for people and the community. A poor strategy will cause people to become cynical and distrustful of the company (Kotler, 2009).

Management of corporate image has effect in achieving high levels of performance in an organisation. Organisations should measure their performance in order to better asset management (the process of acquiring, managing, renewing and disposing of assets) as needed and of designing business models to exploit the value from these assets and increased ability to provide customer value. Customers will look elsewhere if they are not receiving value from an organization and are not being treated well. Therefore, the insurance industry has to aim at making the customer the priority by ensuring the corporate image is outstanding. Managers should therefore monitor how well they are providing customer value and that they can do that when they measure performance at the end of a given period (Kevin, 2009).
1.1.1 Profile of UAP Financial Services Company

UAP is one of the leading financial services companies in East Africa, with its headquarters in Nairobi and a network of branches spread across Kenya. The company is subdivided into UAP General which deals with insurance of property, travel, liability and construction and UAP Life which deals with corporate and individual life. Regionally it's the second largest insurer in Uganda and the first foreign underwriter in Southern Sudan. The companies' origin can be traced back over 80 years. The current company was formed in 1994 after the merger of Union Insurance and Provincial Insurance following the merger of their parent companies, UAP of France and Provision of the UK (www.uap.com). UAP performance has declined as per the 2008-2009 annual financial report. Performance may be defined as the end result of an activity but for an organization this would refer to how well it is achieving its mission, goals and objectives that is the accumulated end results of all the organization’s work processes and activities (Kumba, 2009). For insurance organizations this is measured in terms of underwriting profits at the end of its given period.

The overall performance of UAP according to 2010-2011 annual financial report was Kshs. 4.5 billion. In Kenya the general insurance premiums was Kshs.3.1 billion while life insurance decreased marginally. The total assets were Kshs. 9.8 billion. However, the net assets declined by 11% to stand at 3.4 billion. This therefore calls for UAP to take into consideration the strategies that influence the corporate image in order to ensure a
better growth is reflected in terms of performance. Thus, this research sought to assess the strategies that influence the corporate image in UAP financial services company.

1.2 Statement of the problem

Corporate image is an overall perception of the company held by different segments of the public. Davis (2002) notes that corporate image, or reputation, describes the manner in which a company, its activities, and its products or services are perceived by outsiders. According to Wikipedia (2013) a corporate image is designed to be appealing to the public, so that the company can spark an interest among consumers, create share of mind, generate brand equity, and thus facilitate product sales. Therefore, strategies influencing corporate image help an organization to better compete and survive. Customer appreciation, employee development, technological innovations and corporate social responsibility are among the key areas of corporate image in an organization.

There exists rich bank on researches and reviews on the subject on the strategies influencing corporate image in financial service companies. Rahman, M. S. (2012) posited that most customers are highly concerned about service quality followed by corporate image. A study done by Eyup, A. (2011) in Turkey which appeared in European Journal of Social Sciences – Volume 23, Number 1(2011) to determine the possible impact of consumers’ identification with organization, on the effectiveness of corporate communication and consumer retention, depending on the perceived image and consumers’ relational satisfaction, and to build an appropriate conceptual model found
that, the increased corporate image enhances consumer relational satisfaction and this impacts positively consumers' identification with the organization. Another study by Helena L. (1997) on the role of corporate image in a communication strategy of an organization (factors that influence perception of image by its stakeholders) was conducted in London and offers an insight of a communication strategy analysis with a further spotlight on a corporate image as a tool of meeting strategic goals and it demonstrates evidence to support the notion that a favourable corporate reputation gives an organization a competitive advantage (http://repub.eur.nl/res/pub/12137/CorporateIdentity_1997.pdf).

From reviewed literature, no research seemed to have addressed the strategies influencing corporate image in financial service companies in Kenya. Therefore, this study assessed the strategies that influence corporate image in UAP financial services company.

1.3 Research Objectives

1.3.1 General objective
This study aimed at studying the strategies influencing corporate image in UAP financial service company.

1.3.2 Specific objectives
1) To analyze how customer appreciation affect the strategies that influences the corporate image in UAP financial service company

2) To evaluate how employee development affect corporate image in UAP financial services company
3) To examine how technological innovation affect corporate image in UAP financial services company

4) To assess how corporate social responsibility affect corporate image in UAP financial services company

1.4 Research Questions

1) How does customer appreciation influence the corporate image in UAP financial service company?

2) To what extent does UAP employee staff development enhance its corporate image in UAP financial services company?

3) What effect does technological innovation has on corporate image of UAP financial services company?

4) Does UAP engagement in corporate social responsibilities improve its corporate image in financial services company?

1.5 Significance of the Study

This study was hoped to guide companies in financial services by providing guidelines to ensure consistency in activities, communication and customer service. It was also hoped to come up with recommendations to companies to take advantage of public relations opportunities to build bridges within the community. The study was also aimed at proposing strategies to develop a strong customer service focus within the financial services industry.
It was hoped that the findings would assist financial services companies in production of their services and promotion of their services.

As much as this study focused on UAP financial services company, it was expected that the results would be generalized to the other firms in the sector. By exploring the strategies influencing corporate image in financial service companies, the other firms would be able to implement some of these strategies to improve corporate image which is very essential for them to build market share and achieve profitability.

Other researchers would benefit from the insights of this study as this study would be availed at the library where other researchers and scholars could access it. By so doing it would form a basis for their studies in other areas related to corporate image. It would also help them determine the suggested areas of further research.

1.6 Scope of the Study

This study was conducted at UAP financial services company located in Upper Hill, Nairobi to establish the strategies influencing corporate image in financial service companies in Kenya. The target population was composed of 250 respondents consisting of UAP employees and general insurance customers. The researcher had chosen to focus on employees and customers because the key challenge experienced was on employee turnover and disappearance of major customers. Out of these, simple random sampling was used to obtain a sample of 125 respondents.
1.7 Limitations of the study

The researcher anticipated the following challenges:

The major limitations of the study were fund, data collection and limited time. Because of these limitations the study was not able to cover all the clients and staff of UAP. Though comparing findings of more than one company would be more comprehensive, the researcher only concentrated on UAP financial services company, thus the findings cannot be generalized to similar companies. Despite these limitations, due care was taken not to sacrifice quality and in-depth of this study.

1.7.1 Confidentiality

The researcher may had difficulties in accessing the respondents due to the rules and regulations of the company about its operations.

1.7.2 Susceptibility and Hostility

Financial factors in insurance are indeed susceptible areas thus the data collection process faced a certain level of resistance, suspicion and hostility especially from respondents who were skeptical about the motive behind the study.
CHAPTER TWO

Review of Related Literature

2.1 Introduction

In this chapter the researcher examined whether the problem links to any other research study that has been written in the same area or research and derives its literature from the books, journals, research papers, and websites on the internet. There was theoretical review, empirical review and the conceptual framework which guided the process of answering the questions that rose in this study.

The insurance sector takes a key role in economic development and is an infrastructural pillar of the financial services sector and the economy as a whole. In most developing countries there has been an increase in economic importance in the insurance sector. Insurance companies have become significant players in the international capital markets since insurance reduces the economic waste occasioned by destruction of property by works such as fire, floods, storms and other natural calamities. Insurance is a muster of savings for the financial and investment sectors of the economy. The savings so mobilized by the insurance industry can be channeled to the long term financing need of the economy such as housing, infrastructure development and construction in general. Although there is widespread customer dissatisfaction in the insurance industry, stemming from insurers’ failure to satisfy customers’ needs, due to advanced technology, customers are becoming increasingly aware of their expectations, and demand higher standards of services, as they are able to make comparisons quickly and accurately (Anon, 2002).
2.2 Theoretical Review

2.2.1 Press Agentry/Publicity

Press a gentry publicity model is also called P.T Barnum model. Press agentry publicity model follows one way communication where the flow of information is only from the sender to the receiver. The sender is not much concerned about the second party’s feedback, reviews and so on. In press agentry publicity model, public relations experts enhance the reputation of the organization among the target audiences, stakeholders, employees, partners, investors and all others associated with it through manipulation. According to this model, organizations hire public relations experts who create a positive image of their brand in the minds of target audiences through arguments and reasoning. They influence their potential customers by simply imposing their ideas, thoughts, creative stories of their brand and so on. Flow of information takes place only from the public relations experts to the target audiences (Davis, 1996).

2.2.2 Public Information Model

This model, emphasizes on maintaining and enhancing the image of an organization simply by circulating relevant and meaningful information among the target audience. Public relations experts depend on press release, news release, video release or any other recorded communication often directed at the media to circulate information about their brand among the public. Newsletters, brochures, magazines with information about the organization, its key people, and products, benefits of the products, testimonials, and success stories are distributed at regular intervals among target audiences for brand
positioning. In such a model, public relations experts need to be creative and ought to have a flair for writing. They should be really good at putting their thoughts into meaningful words which influence the customers and end-users. Public information model also revolves around one way communication where information primarily flows from sender (organization and public relations experts) to the receiver (target audience, employees, stakeholders, employees, investors and so on) (Dowling, 1994).

2.2.3 Two Way Asymmetrical Model

Two way asymmetrical model of public relations revolves around two way communication between both the parties but the communication is somewhat not balanced. In this type of model, public relations experts position their organization and brand on the whole in the minds of their target audiences through manipulation and force the public to behave the same way they would want them to do. In two way asymmetrical model of public relations, organizations do not utilize much of their manpower and resources to find out the reaction of the stakeholders, investors or for that matter public (Hatch, 1997)

2.2.4 Two way Symmetrical model

Two way symmetrical model of public relations is an ideal way of enhancing an organization's reputation among the target audience. According to two way symmetrical model, public relations experts depend on two way communication to position their brand among end-users. Free flow of information takes place between the organization and its stake holders, employees, investors and vice-a-versa. Conflicts and misunderstandings
are resolved through mutual discussions and communication. A two way communication takes place between both the parties and information flows in its desired form. The feedback from stakeholders and target audiences are also taken into consideration (Dowling, 1994).

2.3 Empirical Review

2.3.1 Customer Appreciation

Customers play the most significant part in business. In fact the customer is the actual boss in a deal and is responsible for the actual profit for the organization. The customer is the one who uses the products and services and judges the quality. Hence it is important for an organization to retain customers or make new customers and flourish business. Customer appreciation is the idea of being grateful to a customer so that the customer can be happy with the product or services offered to them. Existing and new customers are part of the daily operations of all companies that aim to make money. Appreciation of clients can minimize the risk of losing them. Customer appreciation of any sort, when done effectively lead to customer satisfaction (Friedman, 2001).

There are several types of customers: loyal, discount, impulsive, need based and wandering customers. For a company to manage the customers well, it should follow some sort of approaches like segmentation or division of customers into groups because each customer has to be considered valuable and profitable. Loyal customers are less in numbers but promote more sales and profit as compared to other customers since they are completely satisfied. These customers revisit the organization over times hence it is
crucial to interact and keep in touch with them on a regular basis and invest much time and effort with them. Loyal customers want individual attention and that demands polite and respectful responses from supplier (Dowling, 1994).

Discount customers are also frequent visitors but they are only a part of business when offered with discounts on regular products and brands or they buy only low cost products. Impulsive customers are difficult to convince as they want to do the business in urge. They do not have any specific item into their product list but urge to buy what they find good and productive at that point of time. Handling these customers is a challenge as they are not particularly looking for a product and want the supplier to display all the useful products they have in their tally in front of them so that they can buy what they like from that display (Onlins, 1990).

Need based customers are product specific and only tend to buy items only to which they are habitual or have a specific need for them. These are frequent customers but do not become a part of buying most of the times so it is difficult to satisfy them. Wandering customers are the least profitable customers as sometimes they themselves are not sure what to buy. These customers are normally new in industry and most of the times visit suppliers only for confirming their needs on products. They investigate features of most prominent products in the market but do not buy any of those or show least interest in buying (Fredrick, 2011). For UAP to grab such customers they should be properly informed about the various positive features of the products so that they develop a sense of interest.
All types of customers are of interest to UAP hence the need to address their needs accordingly. However, the loyal customers base should be expanded and leverage on all other types of customers. By attaining this the company will have set a competitive edge to corporate image.

The bottom line is high levels of customer satisfaction lead to higher and more stable revenues. Customer surveys are the cornerstone of a formal feedback process that measures satisfaction with products and services. The data they generate can be used to make better and more effective business decisions. From the beginning of the “customer service revolution” almost 20 years ago, a body of business research has focused on customer satisfaction and customer-focused organizations. Business consultants, corporations and others have worked to identify the characteristics of organizations that consistently please their customers, to develop tools for monitoring customer satisfaction, and to build continuous, quality improvement systems that respond to consumer feedback (Onlins, 1990).

Although much of the research has been conducted by and for the corporate world, customer service and satisfaction is not limited to the private sector. Publicly funded organizations that are incorporating practices developed in the business world provide a growing body of experience and study. Increasingly, federal, state and local government agencies are attempting to gauge their performance and the effect on those they directly serve. Throughout the public sector, initiatives to “reinvent” government—including education reform, privatization, and managed care—have elevated customer service and
satisfaction to new priorities. Within the European Union, a shift is underway to re-think and reform social services with social inclusion and “user involvement” as driving forces in quality improvement (Friedman, 2001).

A study on customer satisfaction; a supplier in the utilities and telecoms market wanted to measure the satisfaction of its customers across a range of issues and develop an action plan for improving customer satisfaction. Contrary to their Client’s beliefs, there were up to five people per company involved in the decision to buy their service. This varied from a technically-focused employee using the service on a daily basis, through to the Purchasing and Finance departments that assessed cost issues, as well as the Marketing department, which had occasional involvement with the service but whose views had to be considered in the decision to purchase. The outcome revealed the clients focused mainly on product quality, technical service and speed of delivery (Comrey, 1992). In a competitive business climate, many businesses actively work to create and communicate a positive image to their customers, shareholders, the financial community, and the general public. A company that mismanages or ignores its image is likely to encounter a variety of problems and that reputation problems grow like weeds in a garden.

Frederick, (2001) notes that some of the warning signs that a business might have an image problem include high employee turnover, the disappearance of major customers, a drop in stock value, and poor relationships with vendors or government officials. If an image problem is left unaddressed, a company might find many of its costs of doing business rising dramatically, including the costs of product development, sales support, employee wages, and shareholder dividends. In addition, since the majority of consumers
base their purchase decisions at least partly on trust, current and future sales levels are likely to suffer as well. A good corporate image can take years to build and only moments to destroy. In businesses it is vital that managers recognize the importance of creating and maintaining a strong image, and that they also make employees aware of it. Corporate image begins within the offices of a company's managers. It should be based on the development of good company policies, rather than on controlling the damage caused by bad company policies.

2.3.2 Employee Development

Employee development is a joint, on-going effort on the part of an employee and the organization which intend to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done. Employee development programs make positive contributions to organizational performance. A more highly-skilled workforce can accomplish more and a supervisor's group can accomplish more as employees gain in experience and knowledge (Dessler, 2004).

Employee development programs make positive contributions to organizational performance. A more highly skilled workforce can accomplish more as the individuals gain in experience and knowledge. In addition, retaining an employee saves the organization a great deal of money. One method of retention is to provide opportunities to develop new skills. In research conducted to assess what retained employees, staff development was one of the top three retention items (Devaraj et al, 2000).
The human resource management 2004-2005 Workplace Forecast reports that among the top 10 trends HR professionals believe will have the greatest impact on the workplace is the labor shortage that will result when baby boomers begin to retire at the end of the decade. Some organizations are projected to lose executives in record numbers over the next decade, and many organizations are unprepared. As a result, developing employees for future roles within the company is imperative for all organizations (Comrey, 1992). However, this often is overlooked or put aside as other challenges of daily business operations take precedence. What do organizations do to prepare their existing workforce for future leadership roles? Are some employee development methods used more than others? Are organizations reaching out to and developing women, racial/ethnic minorities and other employee groups to fill executive positions? Do all employee groups receive the same opportunities to develop? Many organizations have incorporated succession planning, mentoring and identification of high-potential employees as part of their strategic plans. Are these programs providing a return on their investment? These are among some of the questions this research attempts to uncover.

The top employee development methods used by organizations encompass some form of training: training programs other than leadership training; cross-functional training; leadership training; and developmental planning. Formal career mentoring programs, job sharing and job rotation were among the least used programs. About one-half of HR professionals believe that their organizations effectively identify which employees need to improve their competencies. About two-thirds of HR professionals, however, indicate
that employee development is mostly an informal process in their organization. About two-thirds of HR professionals report some types of diversity programs within their organizations (Villanova, 1990). This study is going to assess employee development which is a key strategy and show how it influences corporate image in UAP financial services company. It will find out the key issues the management has to put in place to ensure continuous employee training and education takes place in order to keep the employees abreast with the changes. If the staff development strategy is fully adopted by UAP it will lead to employees developing positive association with the company and will have an impact on the corporate image.

2.3.3 Technological Innovation

The fundamental question in strategic management is how firms achieve and sustain competitive advantage. In the current knowledge-based economy, the endurance of competitive advantage for a large number of firms rests on their ability to continually develop, deploy and protect their innovations. Technology had been defined as the usage of organized tools, techniques and methods that follow a systematic procedure. The term is both used as a general term or in specific references for example medical technology, electrical technology and construction technology. (Mellisa, 2010). If UAP embraces technology they will sustain competitive advantage and this will have an effect on the corporate image.

One of the most technological advances that have brought about great change among the lives of every other person living on earth is communication technology. To a very large
extent communication technology has bridged the gaps that existed thereon and as the common adage goes, the world has slowly but surely turned into a global village due to the technological web. Just to mention as an example, think back to the days when people used to use written letters as the only means to communicate with other people (Jean, et al 2004).

Traditionally communication took a minimum of three days before one could get a feedback, but the situation today has changed with the development of gadgets like mobile phones and the internet, communication has been eased and there is no longer speculation that hangs over one's mind for end waiting for feedback about some given piece of communication (Jean, et al 2004). Also it is now possible to communicate with a person in another state, country or continent (Paul, 2009).

All the same, this is just a tip of the iceberg, for there are many more technological advances that are coming up as far as internet communication is concerned and it would do us good to have a look at what to expect in the days to come (Huub, 2005). Other services that people do enjoy over the internet include email services and social networking services that allow communication form networks (Paul, 2009). Therefore, this study will assess how UAP needs to embrace the changing times through technological innovation and its impact on the corporate image. The main aim of using improved technology to run activities in business is to improve the stance of the organisation in the economic market. This can be done by improving the flow of information between the customers and the organisations as well as the suppliers.
An organisation is likely to prosper by understanding the role played by the Enterprise Application Integration (EAI) (Brown, 2010). The research focused on how the EAI functions and how it can be improved with time by the use of web services. Enterprise EAI refers to the application of software in the computer systems that will help maximise the use of the computers in an enterprise. The process mainly aims at improving the services in the organisation by increasing the use of the technology in a manner that will profit the organisation. Communication is a vital aspect in an organisation and many organisations have found themselves at a loss due to poor communication. This is evident mainly in the supply chain management department. The implementation of the software in the company improves this factor greatly as the supply of the goods can be easily monitored. This automatically means that the customers will receive better services and the company is bound to make profit. Thus, implementing the software is more of an investment for the organisation as the profit made is greater than what was initially used to implement the system. Therefore, the EAI aims to help link the processes of the organisation without necessarily having to disrupt their functioning. Microsoft recognize that success as a leading software company brings with it special responsibilities. One is to help foster better public understanding of technology. Another is to help stimulate a constructive public dialogue on how technology's benefits can be enhanced and extended to all. In pursuit of these goals, Microsoft publishes a continuing series of essays in leading U.S. newspapers and magazines. The essays offer our perspective on a broad range of important trends and issues that arise from the dynamic interaction of technology and society in our world today (Davis, 1996).
In many of the essays, an especially vital theme is the challenge of strengthening one of the most important drivers of economic growth: technological innovation. These essays explore the crucial role of policies that promote education, research and development, and the protection of intellectual property. Other essays focus on the exciting possibilities and challenges created by accelerating, integrated innovation. The age of the personal computer is rapidly evolving into an era in which millions of mobile devices, smart appliances, PCs and servers are connected to each other by the Internet and wireless networks. What is emerging is a fundamentally new information environment, one that has the potential to transform daily life, including how we work and do business, how we communicate and learn, and how we socialize and are entertained. Still other essays seek ways to dissolve the barriers and inequalities that prevent too many people and groups from enjoying the full benefits of technology. And a number of essays suggest positive responses to counter technology’s unfortunate side effects—from the insecurity caused by cyber-crime, to the waste of time and loss of privacy arising from the epidemic of junk e-mail (Brown, 2010).

The range of these essays demonstrates how software and technology play increasingly central roles in almost every facet of life today. Because public understanding and dialogue are more essential than ever before, Microsoft is pleased to offer these essays as part of our mission of enabling people and businesses throughout the world to realize their full potential (Steven, 2011). This study seeks to assess how technology innovation influences corporate image in UAP financial services company. The company has to embrace the changes in technology to ease the communication, and improve system
operations. This would mean that employees work efficiently and customers get feedback on time hence achieve companies targets.

2.3.4 Corporate Social Responsibility

Corporate social responsibility means Conducting business in an ethical way and in the interests of the wider community, responding positively to emerging societal priorities and expectations, a willingness to act ahead of regulatory confrontation, balancing shareholder interests against the interests of the wider community, and being a good citizen in the community (Dowling, 1994).

There is clearly an overlap between CSR and business ethics, both concepts concern values, objectives and decision based on something than the pursuit of profits and socially responsible firms must act ethically. The difference is that ethics concern individual actions which can be assessed as right or wrong by reference to moral principles. CSR is about the organization’s obligations to all stakeholders and not just shareholders.

There are four dimensions of corporate responsibility: Economic - responsibility to earn profit for owners; Legal involving responsibility to comply with the law (society’s codification of right and wrong; Ethical which is not acting just for profit but doing what is right, just and fair; Voluntary and philanthropic involving promoting human welfare and goodwill and being a good corporate citizen contributing to the community and the quality of life. Not all business organizations behave in a socially responsible manner and there are people who would argue that it is not the job of business organizations to be concerned about social issues and problems.
According to Barry and Joel (2006) the corporate social responsibility view is that business organization should be concerned with social issues. The role of business is to create wealth by providing goods and services. There is only one social responsibility of business- to use its resources and engage in activities designed to increase its profit so long as it stays will the rules of the game, which is to say, engages in open and free competition, without deception or fraud.

Managers are employed to generate wealth for the shareholders - not give it away. Free markets and capitalism have been at the center of economic and social development. Improvements in health and longevity have been made possible by economies driven by the free market. To attract quality workers it is necessary to offer better pay and conditions and this leads to a rise in standards of living and wealth creation. Free markets contribute to the effective management of scarce resources. It is true that at times the market fails and therefore some regulation is necessary to redress the balance. But the correcting of market failures is a matter for government - not business. Regulation should be kept to a minimum since regulation stifles initiative and creates barrier to market entry (Schindler, 2000).

Businesses do not have an unquestioned right to operate in society. Those managing business should recognize that they depend on society. Business relies on inputs from society and on socially created institutions. There is a social contract between business and society involving mutual obligations that society and business recognize that they have to each other. The basic premise is that business organizations have responsibility to various groups in society (the internal and external stakeholders) and not just the owners/
shareholders. The responsibility includes a responsibility for the natural environment. Decisions should be taken in the wider interest and not just the narrow shareholder interest (Davis, 1996).

According to Adcock et al. (2001) Corporate social responsibility is a set of policies, practices and programs that are set in order to achieve commercial success in ways that honor ethical, commercial, economic and other expectations that the society has for business and making decisions that fairly balance the claims of all key stakeholders. That responsibility may be carried in many ways. Often companies support or sponsor community events such as medical camps, sports, school fees, festivals, scholarship and awards and environmental clean-up.

In Corporate Social Responsibility concept companies integrate social and environmental concerns in their business operations and in their interaction with their stakeholders on a voluntary basis. Many companies all over the world are now starting to see the benefit of practicing CSR in their bottom lines (Kevin, 2009).

European countries are now seriously engaged in this concept on different levels and even in interpretation of how the concept works. The concept is quite ambiguous for some did not see its difference from corporate philanthropy. The latter is the most popular as it is easy to comprehend and implement. Other would try to adopt the concept but their involvement limited only to their core business. This is understandable, because it is easier for companies to formulate interventions on a concept they can easily understand and are cost-effective to them. Example, a food manufacturing company would normally prefer to implement interventions that are related to nutrition, and call
this as their CSR project, but in reality is still very similar to corporate philanthropy (Comrey, 1992)

During the past decade, consumers and communities have become sensitive to business practices of companies existing in their areas or from which they buy their goods and services. It has been observed that communities would prefer and are supportive of companies they see as concerned with the general welfare of the people in their business operation than the employment opportunities it generates. Achieving and maintaining industrial peace is also a direct consequence of a good CSR strategy. Another emerging concern that could easily be responded through good CSR, is the difficulty of companies in retaining highly skilled and competent personnel or luring them to work in your company (Drucker, 2000).

In recent years many human resource analysts noticed that the most competent and skilled workers would want to be associated with companies that have good business practices and reputation. This is the possible explanation why even large corporations whose reputation of being tax cheaters, involved in corruption, products and practices that are harmful to the environment, non-involvement in responding to social issues and concerns, have hard time getting good m quality, or highly skilled employees (Brown, 2010).

Companies with good business practices have clear advantages in convincing investors. Recent studies have shown that a growing number of investors would prefer companies with strong CSR programs. They see CSR involvement as an indication of the company’s long-term potentials. There is a growing perception among enterprises that sustainable business success and shareholder value cannot be achieved solely through maximizing
short term profits, but instead through market-oriented yet responsible behavior (Barry and Joel 2006).

This study seeks to assess corporate social responsibility and how it influences corporate image in UAP financial services company. The findings will help the organization to know the areas to improve on its CSR activities and their impact on the customers, employees and any organization in relation to UAP. This will help the company in better planning and in achieving its mission vision and core values.

2.4 Conceptual Framework

The conceptual framework in this study is based on the consideration that corporate image has a great affect in the insurance industry. There are several independent variables that are outlined regarding the image of UAP financial services company namely: customer appreciation, employee development, technological innovation, and corporate social responsibility.

Figure 2.1 Conceptual Framework

Conceptualising what influences the corporate image of an organisation
2.4.1 Customer Appreciation

Customer appreciation is the idea of being grateful to a customer so that the customer can be happy with the product or services offered to them. Existing and new customers are part of the daily operations of all companies that aim to make money. Appreciation of clients can minimize the risk of losing them. Customer appreciation lead to higher and more stable revenues. Customer surveys are the cornerstone of a formal feedback process that measures satisfaction with products and services. The data they generate can be used to make better and more effective business decisions. Companies also offer rewards to their customers after purchase or hold annual ceremonies where they appreciate customers for their continued loyalty.
2.4.2 Employee Development

Employee development is a joint, on-going effort on the part of an employee and the organization which intend to upgrade the employee's knowledge, skills, and abilities. Successful employee development requires a balance between an individual's career needs and goals and the organization's need to get work done. Employee development programs make positive contributions to organizational performance.

2.4.3 Corporate Social Responsibility

Corporate social responsibility means conducting business in an ethical way and in the interests of the wider community, responding positively to emerging societal priorities and expectations, a willingness to act ahead of regulatory confrontation, balancing shareholder interests against the interests of the wider community, and being a good citizen in the community. Companies with good business practices have clear advantages in convincing investors.

2.5 Critique of the Review

Various authors have explored the corporate image strategies however not in the context of a financial service company and UAP company in particular. This study focused on the corporate image strategies in the context of a financial service organization and UAP in particular. Without the customers the company may not be able to achieve its goals because they will have no place for their end product hence no profits would be made. Employee development is a key area; it too has a great impact in the company. A well-motivated team will bring out a good image since work will be done on time and all the targets achieved timely. Technological innovation is key as the company has to keep
abreast with the changes in order for them to attain a competitive edge and ensure the employees and customers are taken care of. Then corporate social responsibility has a great impact to the company as a whole since it affects it internally because if the company practices CSR then the employees are proud to be associated with it and externally it has a great impact on the customers too.

2.6 Summary

The literature reviewed tried to show the various players in enhancing positive corporate image. The literature looked at various theories on corporate image and the various studies on the corporate image. From reviewed literature the following are underlined: Customer Appreciation, Employee Development, Technological Innovation and Corporate Social Responsibility as determinants of perception of corporate image by internal and external clients. The reviewed literature also shows no research has been done on: strategies that influence corporate image in UAP financial services company.
CHAPTER THREE
3.0 Research Design and Methodology

3.1 Introduction

In this chapter the researcher describes the research approach, sample and sampling procedures, research instruments, administration of the instruments, data collection and analysis procedures.

3.2 Research Design

In this study, the researcher used descriptive survey method to find the state of affairs. Kerlinger (1969) states that the descriptive survey besides finding facts may also result in formulation of important principles of knowledge and solutions to significant problems. According to Kane (1997 p.77) descriptive survey’s aim is simply to present a picture in either the form of questionnaires or interviews. This design ensured data collection from a wide range of data ranging from opinions, views and habits. Due to the nature of self-evaluation-questionnaire, it was possible to reach a greater number of respondents, thus the sample being more reliable as the sample size included more representatives from the target population.

3.3 Target Population

In the context of this study, the target population will be defined as the totality of objects or individuals under consideration of which the statistical attributes may be estimated by the study of a sample or samples (Kothari, 2004). The target population defines those
units for which the findings of the survey are meant to generalize. The research concentrated on 74 UAP staff and 176 general clients as in table 3.1. The researcher chose to focus on employees and customers because they are conversant with day to day company transactions hence affect and understand the issues under study.

Table 3.1 Target Population

<table>
<thead>
<tr>
<th>Category of Respondent</th>
<th>Total Population</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>74</td>
<td>30</td>
</tr>
<tr>
<td>General Insurance Customers</td>
<td>176</td>
<td>70</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>100</td>
</tr>
</tbody>
</table>

Source: UAP (2012)

3.4 Description of the sample and sampling procedures

The Study targeted 74 UAP employees and 176 general clients. The target population is not homogeneous therefore, the researcher used stratified random sampling which is one method of Probability Sampling (Kombo and Tromp, 2006pp.78-80) to divide the target population into homogeneous subgroups and then took simple random sample in each subgroup. Stratification controlled the distribution of the sample size in the strata. It is widely used in practice towards meeting a variety of survey objectives. For example, with stratification researcher ensured adequate sample sizes for subgroups of interest, including small subgroups, or can use stratification towards improving the precision of the overall estimates.
There were two groupings in the targeted population namely UAP staff and general client. From the two strata using simple random to sample the researcher wrote the names of the participants in each stratum in pieces of paper, then sampled staff and clients were chosen by picking one paper at a time without replacement, mix the papers, pick another and the process was repeated until the required number in each stratum was selected. The sampled staff and clients filled up the questionnaire. The researcher distributed questionnaires to 37 UAP staff and 88 general clients.

Table 3.2 Sample Size

<table>
<thead>
<tr>
<th>Category of Respondent</th>
<th>Total Population</th>
<th>Sample</th>
<th>Percentage (%)</th>
</tr>
</thead>
<tbody>
<tr>
<td>Employees</td>
<td>74</td>
<td>37</td>
<td>70</td>
</tr>
<tr>
<td>General Insurance Customer</td>
<td>176</td>
<td>88</td>
<td>30</td>
</tr>
<tr>
<td>Total</td>
<td>250</td>
<td>125</td>
<td>100</td>
</tr>
</tbody>
</table>

3.5 Data collection Instrument

Data were collected mainly by use of questionnaire. The questionnaire had open and closed-ended questions.

3.5.1 Description of the Instruments

In order to collect data on an assessment of the strategies influencing corporate image in financial service companies in Kenya (a case study of UAP financial services company) a
questionnaire was administered to the sampled respondents. There were questionnaires for staff and clients to fill up. The questionnaires were mainly meant for the respondents to self-report with little intrusion by the researcher. Open-ended (blank spaces provided) and closed-ended (forced choice-answer choices provided) questionnaires were used in this study where the respondents filled in responses themselves.

3.6 Administration of Tools and Data Collection

The researcher sought permission to research from the relevant authorities. Copies of the written authorization to research will be presented to relevant authority in the process of research. The researcher distributed the questionnaire to 37 UAP staff and 88 general clients. After completion of filling up the questionnaire the researcher collected the filled-up questionnaire. The data collection took one week.

3.7 Description of Data Analysis Procedures

Analysis of data is a process of inspecting, cleaning, transforming, and modeling data with the goal of highlighting useful information, suggesting conclusions, and supporting decision making (Bryman and Bell, 2003). Statistical procedures were used to analyze the data that was coded and information summarized into frequencies and percentages using SPSS Version 11.5, MS Excel and MS Word. The information from the analyzed data was examined critically and inferences made on the basis of the evidence of the findings, summary of knowledge acquired, conclusions and recommendations were then made.
CHAPTER FOUR

4.0 Presentation and Discussion of the Findings

4.1 Introduction

This chapter presents the research findings from the staff and general clients of UAP insurance company on the strategies that influence corporate image in UAP financial services company. Questionnaires were administered to 37 UAP staff and 88 general clients. All UAP staff and general clients returned the filled in questionnaires respectively.

The findings are hereby presented in descriptive statistics. These findings are presented in four sections namely: The extent to which UAP employee staff development enhance its corporate image, Improved UAP corporate image owing to engagement in corporate social responsibilities, Customer appreciation influence on the corporate image in UAP financial service company and technological innovation influence on the corporate image in UAP financial service company.
4.2 The extent to which UAP employee staff development enhance its corporate image

This research found out that UAP invests on the following general staff development programmes: team building (20.1%), seasonal gifts (18%), seasonal parties (18%), performance awards (17%), personal development loans (16%) and continuous trainings and workshops 10.3%. An important observation made in this study is that continuous training was rated the lowest (10.3%) yet many studies show that staff development is key to improved performance in any organization, hence improved corporate image.

Table 4.2.1: UAP Staff development Programmes

<table>
<thead>
<tr>
<th>Program</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous trainings and Workshops</td>
<td>40</td>
<td>10.3</td>
</tr>
<tr>
<td>Teambuilding Activities</td>
<td>78</td>
<td>20.1</td>
</tr>
<tr>
<td>Personal development loans</td>
<td>62</td>
<td>16.0</td>
</tr>
<tr>
<td>Performance awards</td>
<td>66</td>
<td>17.0</td>
</tr>
<tr>
<td>Seasonal Parties</td>
<td>70</td>
<td>18.0</td>
</tr>
<tr>
<td>Seasonal gifts</td>
<td>72</td>
<td>18.6</td>
</tr>
</tbody>
</table>
Table 4.2.2. How often do you recommend UAP to conduct staff trainings and workshops?

<table>
<thead>
<tr>
<th>How often</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Quarterly</td>
<td>44</td>
<td>55.0</td>
</tr>
<tr>
<td>Biannually</td>
<td>4</td>
<td>5.0</td>
</tr>
<tr>
<td>Annually</td>
<td>25</td>
<td>31.3</td>
</tr>
<tr>
<td>Other</td>
<td>7</td>
<td>8.8</td>
</tr>
</tbody>
</table>

The respondents also recommended that UAP needs to invest more in continuous staff development quarterly (55%), annually (31.5%), other (8.8%) and biannually (5%).

Table 4.2.3 Does UAP provides staff with sufficient working tools?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>79</td>
<td>100.0</td>
</tr>
</tbody>
</table>

The staff (100%) however accepted that the UAP Company provides them with working tools, thus making their work easy. From the respondents they mentioned that UAP provides them with tools like desktops, handsets, hot spots, and its technological innovation in terms of network systems is excellent. The presence of the working tools and an effective system is part of creating conducive work environment that would enhance spirited working and this contributes to good service delivery leading to positive corporate image.
Table 4.2.4 Does UAP reward its hardworking staff (Frequency)?

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>29</td>
<td>36.3</td>
</tr>
<tr>
<td>No</td>
<td>51</td>
<td>63.8</td>
</tr>
</tbody>
</table>

Another strategy that UAP employs is rewarding its staff. According to those who responded to this question it was agreed that this is encouraging to individual staff hence making them work deliver more and relate well with clients. The staff appreciation and recognition significantly affect the corporate image of any organization as posited in the literature reviewed.

4.3 Improved UAP corporate image owing to engagement in corporate social responsibilities

4.3.1 CSR engagement

The general clients of UAP confirmed that UAP engages in a number of CSR programmes consequently improving corporate image giving its clients the perception of care and concern. The respondents highlighted the following as the ways UAP is engaged in CSR: environmental activities (47.5%), water projects (34.2%), medical services (14.2%), capital projects (3.3%) and cleanup activities (0.8%). However, though UAP has investment in health, its CSR activities in medical and cleanup activities are minimal. The respondents also felt that UAP has room to invest more on CSR.
Table 4.3.2 CSR engagement

<table>
<thead>
<tr>
<th>Activity</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>clean up activities</td>
<td>1</td>
<td>.8</td>
</tr>
<tr>
<td>capital projects</td>
<td>4</td>
<td>3.3</td>
</tr>
<tr>
<td>water projects</td>
<td>41</td>
<td>34.2</td>
</tr>
<tr>
<td>medical services</td>
<td>17</td>
<td>14.2</td>
</tr>
<tr>
<td>environmental activities</td>
<td>57</td>
<td>47.5</td>
</tr>
</tbody>
</table>

Of interest in this study was whether CSR influence corporate image. All the clients who responded to whether CSR enhances corporate image perception resoundingly (100%) agreed that CSR influences corporate image. This thus means that corporate can enhance the public image by strategically investing in CSR. The respondents also cited how CSR influences corporate image as seen in the figure below.

Table 4.3.4 How CSR influences corporate image

<table>
<thead>
<tr>
<th>Frequency</th>
<th>Percent</th>
</tr>
</thead>
<tbody>
<tr>
<td>132</td>
<td>100.0</td>
</tr>
</tbody>
</table>
Majority of the respondents felt CSR creates customer awareness (52.7%), brand awareness (29.8%), increase market share (15.3%) and quality (2.3%).

Table 4.3.5 How CSR influences corporate image

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>creation of customer awareness</td>
<td>69</td>
<td>52.7</td>
</tr>
<tr>
<td>Quality</td>
<td>3</td>
<td>2.3</td>
</tr>
<tr>
<td>brand awareness</td>
<td>39</td>
<td>29.8</td>
</tr>
<tr>
<td>market share</td>
<td>20</td>
<td>15.3</td>
</tr>
</tbody>
</table>

4.4 Customer appreciation influence on the corporate image in UAP financial service company

The study interrogated whether simple gestures of appreciating customers like giving diaries, calendars etc. influence how clients think of the company’s corporate image. The
participants concurred that giveaways do really affect the way they view the company. In the case of UAP such initiatives are already in place.

Table 4.4.1: Customer Appreciation - Gestures

<table>
<thead>
<tr>
<th>Gestures</th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>UAP gives diaries every year</td>
<td>48</td>
<td>37.2</td>
</tr>
<tr>
<td>UAP gives calendars every year</td>
<td>81</td>
<td>62.8</td>
</tr>
</tbody>
</table>

As seen in table 4.4.1 UAP does indeed invest on annual gifts for the clients as they confirmed they do receive calendars (62.8 %) and diaries (37.2 %). In connection, when staff were asked whether the introduction of reward to internal customers would play a role in UAP corporate image majority of those who responded (97.5%) concurred as in table 4.4.2

Table 4.4.2: Recommendation for introduction of reward for internal customers

<table>
<thead>
<tr>
<th></th>
<th>Frequency</th>
<th>%</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>77</td>
<td>97.5</td>
</tr>
<tr>
<td>No</td>
<td>2</td>
<td>100.0</td>
</tr>
</tbody>
</table>
5.0 Summary, Conclusions and Recommendations

5.1. Summary

This research purposed to find out the strategies that influence corporate image in UAP financial services company. This study was guided by the following Research Questions:

1) How does customer appreciation influence the corporate image in UAP financial service company?

2) To what extent does UAP employee staff development enhance its corporate image in UAP financial services company?

3) Does UAP engagement in corporate social responsibilities improve its corporate image in financial services company?

4) What effect does technological innovation has on corporate image of UAP financial services company?

The study employed descriptive survey research design. It targeted the UAP staff and general clients. The researcher employed stratified probability and simple random sampling to select 37 (70%) UAP staff and 88 (30%) general clients in the sample. The response rate to the filled in questionnaire was 100%.
To obtain information from the respondents the researcher used questionnaires. The instruments for the study were validated by the supervisors who are research experts. Data were collected by the researcher and summarized into frequencies, percentages and

The study established the following findings:

5.2 **Customer appreciation influence on the corporate image in UAP financial service company.** The study found out those simple gestures of appreciating customers like giving diaries, calendars etc. influence how clients think of the company’s corporate image. The participants concurred that giveaways do really affect the way they view the company. UAP does indeed invest on annual gifts for the clients as they confirmed they do receive calendars (62.8 %) and diaries (37.2 %). In connection, when staff were asked whether the introduction of reward to internal customers would play a role in UAP corporate image majority of those who responded (97.5%) concurred.

5.3 **UAP invests to some extent in UAP employee staff development which respondents agreed it enhances its corporate image.** This research found out that UAP invests on the following general staff programmes: team building (20.1%), seasonal gifts (18%), seasonal parties (18%), performance awards (17%), personal development loans (16%) and continuous trainings and workshops 10.3. Nevertheless, the respondents also recommended that UAP needs to invest more in continuous staff development quarterly (55%), annually (31.5%), other (8.8%) and biannually (5%).
5.4 The respondents concurred CSR improved UAP corporate image. The respondents indicated that UAP satisfactorily engages in a number of CSR programmes consequently improving corporate image giving its clients the perception of care and concern. The respondents highlighted the following as the ways UAP is engaged in CSR: environmental activities (47.5%), water projects (34.2%), medical services (14.2%), capital projects (3.3%) and cleanup activities (0.8%). However, though UAP has investment in health, its CSR activities in medical and cleanup activities are minimal. The respondents also felt that UAP has room to invest more on CSR. Of interest in this study was whether CSR influence corporate image. All the clients who responded to whether CSR enhances corporate image perception resoundingly (100%) agreed that CSR influences corporate image. This thus means that corporate can enhance the public image by strategically investing in CSR.

5.5 The respondents showed that UAP has invested in tools of work and technological innovation is in place. With (100%) of the employees accepting that the Company provides them with effective working tools like desktops, handsets, hot spots, call center to improve communication and a fast and effective network system then its technological innovation is in place. The respondents felt that the presence of the working tools and an effective system is part of creating conducive work environment that would enhance spirited working and this contributes to good service delivery leading to positive corporate image.
Conclusion

Based on the findings, the following can be concluded:

In relation to the Theoretical review the press Agenry/publicity model organizations hire public relation experts who create positive image of their brand in the minds of the customers, UAP invests in the employee’s development and keep them satisfied, and then the employees in turn give excellent customer service and attract the customers.

The public informal model emphasizes on maintaining and enhancing the image of organization simply by circulating relevant meaningful information. UAP has ensured this by provision of employees with required tools, technological innovation especially investing in good network systems hence having a website where they feed the potential customers with information about the company through updating their products and posting brochures.

In Relation to the Empirical review it reveals that customers play the most significant part in business. The research showed in relation to this UAP invests in customer appreciation programmes and giveaways that are highly appreciated by clients. The clients posited that such gestures contribute significantly to positive corporate image.

Employee development is a joint, on –going effort on the part of an employee and the organization which intend to upgrade the employee’s knowledge, skills and abilities. In relation to this the research revealed that UAP has a long way to go in this as it minimally invests on staff development and general programmes that ensure good working environment and more importantly enhancing the corporate image. In order to
achieve a positive image the employees suggested on a quarterly development programmes as they would be more effective.

Corporate social responsibility means conducting business in an ethical way and in the interest of the wider community, responding positively to emerging societal priorities and expectations. In relation to this the study has showed that UAP engages to a satisfactory level in corporate social responsibility that demonstrates to the clients that it cares and this greatly contributes to positive corporate image.

In the current knowledge based economy, the endurance of competitive advantage for a large number of firms rests on the ability to continually deploy technological innovation. Technology has been defined as the usage of organizational tools, techniques, methods that follow a systematic order. The study as revealed that UAP has embraced technological innovation in the provision of necessary tools of work to employees like desktops, handsets and excellent network systems. Also ensured employees have work stations with hot desk, has also incorporated a call centre to improve on communication and this has contributed to a positive corporate image.
Recommendations

Based on the findings, the following recommendations are made:

1) UAP should invest more on continuous staff development and should be done on a quartley basis as in the results it was rated lowest

2) UAP has a room to invest more in CSR activities as the respondents felt the CSR activities in place were not enough

3) Other researchers could conduct the same study but have a case study on a different financial services company

4) Other researchers could carry out a study to find out the strategies that influence corporate image in other companies other than financial services companies.
REFERENCES


Appendix 1: Questionnaire

Dear respondent,

My name Kimeu Catherine Mbeti and am currently pursuing Master of Business Administration at Kenyatta University. I am conducting a research on the strategies influencing corporate image in financial service companies in Kenya (a case study of UAP financial services company). I am requesting you to fill in the questionnaire given. Any personal information provided will be kept confidential and other information given will be used for academic purposes only.

Yours Faithfully,

Kimeu Catherine Mbeti

Instructions

Respond by ticking (✓) in the box or provide an answer wherever necessary. Please don’t write your name.

Sections One: Questionnaires for general clients

Part A: strategies that influence the corporate image in UAP financial service company

I: Appreciation of customers

Some gestures by UAP to appreciate Customers

<table>
<thead>
<tr>
<th>Gesture</th>
<th>Tick[✓] if provided</th>
</tr>
</thead>
</table>

55
UAP gives diaries every year

UAP gives calendars every year

A client is given a gift on any purchase made

UAP organizes end of year clients appreciation events

UAP provides good will messages to clients

II: Some good will messages that a company can give to its clients

<table>
<thead>
<tr>
<th>Good will wishes</th>
<th>Tick[√] if provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Welcome note to new clients</td>
<td></td>
</tr>
<tr>
<td>Anniversary wishes</td>
<td></td>
</tr>
<tr>
<td>Get well quickly messages</td>
<td></td>
</tr>
<tr>
<td>RIP</td>
<td></td>
</tr>
<tr>
<td>Thank you note</td>
<td></td>
</tr>
<tr>
<td>Flowers</td>
<td></td>
</tr>
<tr>
<td>Special occasions wishes</td>
<td></td>
</tr>
</tbody>
</table>
Are there other good will messages that you would recommend for the UAP to introduce?

b) Are there other forms of appreciation to clients that you would recommend to UAP to introduce?

III: Corporate social responsibility

CSR activities that UAP is involved in

<table>
<thead>
<tr>
<th>CSR engagement</th>
<th>Tick[√] if provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Clean up activities</td>
<td></td>
</tr>
<tr>
<td>Visiting and supporting the disadvantaged</td>
<td></td>
</tr>
<tr>
<td>Capital projects</td>
<td></td>
</tr>
<tr>
<td>Water projects</td>
<td></td>
</tr>
<tr>
<td>Medical services</td>
<td></td>
</tr>
<tr>
<td>Environmental activities</td>
<td></td>
</tr>
<tr>
<td>Educational programmes</td>
<td></td>
</tr>
<tr>
<td>Economic empowerment programmes</td>
<td></td>
</tr>
</tbody>
</table>

According to your opinion, what how does CSR influence corporate image?

Creation of customer awareness  (  )
Quality

Brand awareness

Market share

Sections Two: Questionnaires for UAP Employees

Part One: Employee development

1. Employee development programmes

<table>
<thead>
<tr>
<th>Empowerment programmes</th>
<th>Tick[✓] if provided</th>
</tr>
</thead>
<tbody>
<tr>
<td>Continuous trainings and workshops</td>
<td></td>
</tr>
<tr>
<td>Teambuilding activities</td>
<td></td>
</tr>
<tr>
<td>Personal development loans</td>
<td></td>
</tr>
<tr>
<td>Performance Awards</td>
<td></td>
</tr>
<tr>
<td>Seasonal parties</td>
<td></td>
</tr>
<tr>
<td>Seasonal gifts</td>
<td></td>
</tr>
</tbody>
</table>

1. How often does UAP conduct staff trainings and workshops?
   
   Quarterly (  ) Biannually (  ) Annually (  ) Other (  )

   How often do you recommend UAP to conduct staff trainings and workshops?
Quarterly ( ) Biannually ( ) Annually ( ) Other ( )

2. How does UAP reward its staff? Are the hardworking employees rewarded often? Yes ( ) No ( )

3. Please list some of the reasons that UAP rewards its hardworking staff:

4. Are there gifts/recognition incentives for internal customers when they purchase a product/service as an agent/broker? Yes ( ) No ( )
   a) If Yes how often?
   b) If Not would you recommend for such?

**Part Two:** Technological Innovation

5. What working tools does UAP provide its staff?

6. Do you find the working tools sufficient? Yes ( ) No ( ) make recommendations
Section Three:

Strategies Used to Strengthen UAP Corporate Images

1. What strategies does UAP employ to strengthen UAP-public interaction hence enhancing its corporate image in financial services?

2. Are there other strategies that can improve the corporate image in UAP financial services?
## APPENDIX II: Research Budget

<table>
<thead>
<tr>
<th>ACTIVITY</th>
<th>COST</th>
</tr>
</thead>
<tbody>
<tr>
<td>Researching Books, photocopying materials and Computer usage</td>
<td>4,000</td>
</tr>
<tr>
<td>Typesetting</td>
<td>2000</td>
</tr>
<tr>
<td>Binding</td>
<td>3000</td>
</tr>
<tr>
<td>Transport and communication</td>
<td>2000</td>
</tr>
<tr>
<td>TOTAL</td>
<td>11,000</td>
</tr>
</tbody>
</table>
## APPENDIX III: TIME FRAME

<table>
<thead>
<tr>
<th>Activity</th>
<th>Duration</th>
</tr>
</thead>
<tbody>
<tr>
<td>Proposal writing</td>
<td>3 Months</td>
</tr>
<tr>
<td>Data collection</td>
<td>2 weeks months</td>
</tr>
<tr>
<td>Data Analysis and conclusion</td>
<td>2 weeks</td>
</tr>
<tr>
<td>Total</td>
<td>4 Months</td>
</tr>
</tbody>
</table>