

Influence of Brand Ambassadorship on Positioning of Kenya as an Investment and Tourism Destination

Beatrice Leah Wairimu¹ Wanyoike D.M.² Juma Wagoki³

¹(Department of Business Administration, School of Business Jomo Kenyatta University of Agriculture and Technology, Kenya)

²(Department Entrepreneurship, Technology, Leadership and Management School Of Entrepreneurship, Procurement and Management, Jomo Kenyatta University of Agriculture and Technology)

³(Department of Business Administration, School of Business Jomo Kenyatta University of Agriculture and Technology)

ABSTRACT: Several countries have adopted and implemented branding strategies to stimulate tourism and investment. Country branding uses the tools of branding to amend the behavior, attitudes, identity or perception of a nation in a positive way. With devolution now in place in Kenya and as the county governments use their unique features to leverage their brand, this must not be seen to offend the national brand or brands of sister counties. Specifically the study sought to establish the effects of brand ambassadorship on the positioning of Kenya as an investment and tourism destination. The study adopted descriptive survey research design. The target population was all 94 marketing officials constituted by two officials from the Public Relations and Brand Management departments in the county governments in Kenya and 10 Brand Kenya Board officials. The sample size comprised of 60 county government officials and 10 Brand Kenya officials. Purposive sampling technique was used to select 10 Brand Kenya officials. Systematic sampling technique was used to select 30 counties from the former eight provincial administration boundaries. Stratified simple random sampling technique was used to select marketing officials in each stratum. Primary data was collected by administering questionnaires to the respondents in the counties. Data was analyzed using both descriptive and inferential statistical methods. From the findings the researcher concluded that some of the County governments brand ambassadors are bloggers. The study further concluded that counties thought that leveraging their brand on a satisfied client's testimony was good for their reputation. The national government should retain all rights to Kenya brand as this will uphold the heritage of the country. The government should organize promotional events to make citizens more enthusiastic about the national and county brands. The study suggested that further studies should be conducted to determine the effect of internal branding on performance of local tourism in counties.

KEYWORDS: *Internal Branding, Positioning and Brand Ambassadorship*

I. INTRODUCTION

1.1 Background

Brand is a name, term, sign symbol, or design, or a combination of them designed to identify and then differentiate goods and services of sellers from those of competition. Brands provide equity for both customers and investors. Brand equity renders into customer preference, loyalty, and economic gains. Brands are valued and traded in the marketplace. Brand equity has been pointed out to include many dimensions, such as performance, social image, value, trustworthiness, and identification. Shimp, (2012) applied the term 'country equity,' referring to the emotional value resulting from consumers' association of a brand with a country.

Country branding occurs when a government or its agency uses its power to persuade whoever can change a country's image. Country branding uses the tools of branding to alter or amend the behavior, attitudes, identity or perception of a nation in a positive way (Gudjonsson, 2014). Country names amount to brands and help consumers evaluate products and make purchasing decisions. They are responsible for associations that may add to or subtract from the perceived value of a product. Research has supported the idea that consumers are more willing to buy products from industrialized nations as a result of country equity. Products bearing a 'made in Germany,' 'made in Switzerland' or 'made in Japan' label are ordinarily regarded as high quality, due to the reputation of these countries as top world manufacturers and exporters. At the same time, 'made in Surinam' or 'made in Myanmar' (Usunier, 2016).

In Netherlands the major role of nation branding is designated to the cultural sector. For instance, one key objective of international cultural policy of the Netherlands is to strengthen the reputation of the country abroad. It is believed that art is a method to profile 'BV Nederland' or 'the Netherlands Inc', as progressive, innovative and open-minded. An example is the celebration of the founding of New Amsterdam/ New York 400 years ago. In this respect it is argued that investment to art on an international level generates not only cultural value, but economic value as well. (Pike's 2014).

According to the Rwanda Tourism Policy (2015) Rwanda is in the process of implementing a brand development policy which will lead to the creation of a distinctive image and present a new tourism positioning for Rwanda. The brand will be designed to highlight Rwanda's competitive advantages in the areas of wildlife/eco-tourism, activity and adventure travel, and conference and business tourism. Rwanda particularly is well known for its mountain gorillas. First brought to international attention by the conservation efforts of Dian Fossey in the 1960s and 70s, Rwanda's gorillas have featured in numerous documentaries and have in the recent past been visited, for example, by Bill Gates, Natalie Portman and Ted Turner, who have all participated in the annual gorilla naming ceremony. Rwanda and Uganda are the only two countries in the world where mountain gorillas can be visited safely at the moment, (Kumar, 2017).

1.2 Statement of the Problem

County Branding Index (CBI) measures the extent to which counties have branded themselves. The CBI grades counties against a designed model county dubbed the Frontier County using various indicators such as agriculture, tourism, housing, service delivery, security and energy. The intention of CBI is supposed to guide the policy framework at the county level and also help counties shrug off poor perceptions held by people from other counties. The index showed that an overall CBI is at 3.7 against a Frontier County score of 9.3. According to Brand Kenya Records more than 60% of the counties are scoring very low in CBI against the ideal frontier county score. It is essential that as the devolved government units use their unique features to leverage their brand, this must not be seen to offend the national brand or brands of sister counties. Various studies have been conducted on internal branding ; Kashive and Khanna (2017) conducted a study on the impact of internal branding on organizational attractiveness in manufacturing firms. Yang, Wan and Wu (2015) conducted a study on the effect of internal branding on employee brand commitment and behavior in the hospitality industry. Langat, Otuya and Koima (2017) conducted a study on the effect of internal branding strategies on postgraduate students' choice of universities in Nakuru County however none of the study was conducted on Kenya the country brand, therefore the study sought to assess the influence of brand ambassadorship on positioning of Kenya as a tourism and investment destination.

1.3 Research Hypothesis

H_{01} : Brand ambassadorship does not have statistically significant influence on positioning of Kenya as a tourism and investment destination.

II. LITERATURE REVIEW

2.1 Theoretical Review

The study adopted theory of brand culture

2.1.1 Theory of Brand Culture

This theory was proposed by Douglas Atkin in 2004. The theory advances the view that to compete in today's fast-paced landscape, and brands must be better from the inside out. They must embrace a cultural shift. The Theory of Brand Culture proposes that the old model of branding, based on creating an external, sometimes fictional, brand image, is dead - killed by the fact that people no longer buy manufactured brands image anymore (McCracken, 2015). When consumers find a close enough match, that brand is permitted to invite those consumers to join its culture. It works the same way with employees. Consumers today are highly concerned with supporting brands that agree with their values. People now want to know which brand represents a sustainable process and established by a corporation that demonstrates social responsibility (Elliot, 2015). Theory of Brand Culture was used to examine how the brand symbols and brand ambassadors communicate and reinforce the shared values of the country as it seeks to position its brand as a top investment and tourist destination

2.1.2 Theory of Multidimensional Brand Loyalty

The Theory of Multidimensional Brand Loyalty was fronted by Jagdish Sheth and Whan Park in 1974. According to the theory, brand loyalty is a multidimensional construct that is determined by several distinct psychological processes. However, the theory suffers from two limitations: First, collective buying and consumer behavior in family and organizations (Sheth, 1973) is likely to generate a distinctly different typology of brand loyalty than what has been conceptualized in this paper. It remains unclear whether it is necessary and sufficient to extend the model to an array of consumers, who have to decide collectively and sometimes consume the product or service together. Secondly, the model is limited to loyalty toward a single brand. In situations where multiple brands are bought and consumed, again it is unclear whether a simple extension to a

vector of brands is sufficient. This theory was used to provide insight into the aspects of the brand which recognizes the complexity of the market and how this is shaping the perceptions and loyalty to the brands in such contexts need be a carefully thought out process requiring careful alignment between the agencies involved in the branding campaign.

2.2 Conceptual Framework

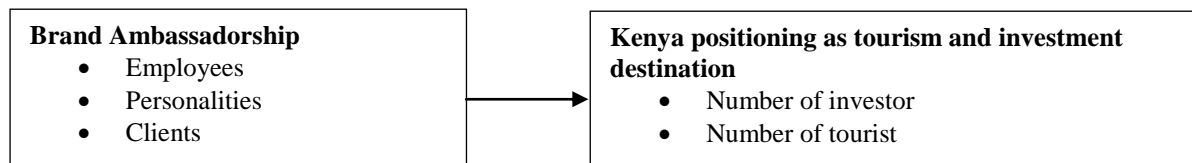


Figure 1: Conceptual Framework

2.3 Brand Ambassadorship

Brand ambassadors are merely people who represent and positively talk about the organization, preferably in front of many potential customers. A brand ambassador is someone who embodies the brand he or she is endorsing. They provide credible, trustworthy promotion and visibility to a brand. A social media brand ambassador (or SMBA) is someone who does this for the organization on Facebook, Twitter and LinkedIn, and are crucial to the organization's brand (Henkel, 2017). To put it just, "brand ambassador" is a term used in the marketing world about a person who represents and promotes an organization.

A brand ambassador will endorse the products and services of the organization as well as embody its corporate identity in appearance, demeanor, values, and voice (Papasolomou & Vrontis, 2016). Brand ambassadorship refers to the degree of brand advocacy that employees display – simply put, to how far they act like people who know, love and spontaneously 'sell' the brand (Sirianni, 2013). Over the past few years, methods of reaching the target audience have changed significantly. While the marketers would probably prefer to hold to the times when TV commercials were most effective, the majority of people are getting used to new channels of promotion quite smoothly.

There are two types of Brand Ambassadors (aka Brand Advocates). The first kind makes famous and recognizable people hired by companies, where all the effort and input of such people are paid. Such cooperation is planned step by step, strictly scheduled and forecasted. In that case, a brand ambassador is expected to be a very well-known individual to either masses or with particular lines of business. Nowadays, brands are focused on bloggers You-Tubers, and Insta-grammers, as very often they achieve similar marketing results as the "big names". They offer space on their blogs, YT and Social Media channels, which turns out to be quite useful (Netemeyer, 2014).

The second types of Brand Ambassadors are people who mention or recommend the organizations brand freely (Chiang, 2012). Sure, big names can do the same job, but not in the same way; the most significant difference between them is that the former often do it all for free or on a non-cash exchange basis. All they get is satisfaction from being engaged in the brand. A Long-term relationship with the customer, free extras from the company or excellent customer service can be significant incentives (King & Grace, 2013). There are many ways to turn a regular customer into a Brand Ambassador. In return, he may become loyal - and write about the organization once or twice - or extremely loyal. Brand Ambassadors live and express their impressions – credits, satisfaction, gratitude, encouraging to try and benefit from using product X. They have immense credibility as their opinions are perceived as being objective. People have no contraindications to follow those tips. Especially, if it is the first opinion on the brand, we're looking on the Internet. Brand Ambassadors are not only the ones that make people eager to try a particular device. They build an image of the organization's brand in micro- or macro scale.

2.4 Empirical Review

Kashive and Khanna (2017) conducted a study on the impact of internal branding, brand commitment and brand supporting behavior on organizational attractiveness. The questionnaire was administered on 350 employees of IT companies. The findings indicated that training, orientation and briefing of Internal Branding does impact Brand commitment and brand supporting behavior. Internal Branding impact both organizational attractiveness and Firm performance while brand commitment only impact organizational attractiveness. With respect to brand supporting behaviour, brand citizen behaviour and brand allegiance impact Organization attractiveness, while brand citizen behaviour and brand endorsement impact firm performance.

Langat, Otuya and Koima (2017) conducted a study on the effect of internal branding strategies on postgraduate students' choice of universities in Nakuru County, Kenya. The study adopted explanatory design in which opinions from post graduate students choices were sought. The target population was 3,742 consisting of all postgraduate students in universities in Nakuru county, Kenya. Proportionate stratified random sampling was used to allocate the sample size 212 post graduate students in various universities. A structured questionnaire was used to gather primary data from students. The findings indicated that internal branding strategies employed by universities have a significant influence on postgraduate students choice of universities.

Hasni (2016) conducted a study on the impact of internal branding on customer-based brand equity with mediating effect of organizational loyalty. Data were collected from frontline officers and customers of selected retail stores. Descriptive analysis, mediation analysis and independent sample t-test data analysis techniques were applied. The results of the study revealed that internal branding influences organizational loyalty and customer-based brand equity. The outcomes showed the mediation effect of organizational loyalty on the relationship between internal branding and customer-based brand equity partially. Furthermore, results of this paper also disclosed a difference in the levels of internal branding and organizational loyalty in both organizations.

Yang, Wan and Wu (2015) conducted a study on the effect of internal branding on employee brand commitment and behavior in hospitality. The purpose of this study was to explore the implementation of internal branding in international tourist hotels and to investigate the impact of internal branding and employee brand commitment on employee brand behavior. Based on the results of 661 questionnaires returned from a sample of international tourist hotels in Taiwan, internal branding and employee brand commitment have a significant effect on employee brand behavior. Moreover, internal branding and employee brand commitment and behavior differ significantly according to personal variables such as age and work experience, and in different categories of tourist hotels.

2.5 Critique of the Existing Literature Relevant to the Study

Langat, Otuya and Koima (2017) conducted a study on the effect of internal branding strategies on postgraduate students' choice of universities in Nakuru County, Kenya. The study adopted explanatory design in which opinions from post graduate students choices were sought. The target population was 3,742 consisting of all postgraduate students in universities in Nakuru county, Kenya. Proportionate stratified random sampling was used to allocate the sample size 212 post graduate students in various universities. A structured questionnaire was used to gather primary data from students. The findings indicated that internal branding strategies employed by universities have a significant influence on postgraduate student's choice of universities. However the study relied only on secondary data, this study used primary data.

Yang, Wan and Wu (2015) conducted a study on the effect of internal branding on employee brand commitment and behavior in hospitality. The findings revealed that internal branding and employee brand commitment and behavior differ significantly according to personal variables such as age and work experience, and in different categories of tourist hotels. However the study was conducted in the hospitality industry while this study was conducted in public institutions.

Kashive and Khanna (2017) conducted a study on the impact of internal branding, brand commitment and brand supporting behavior on organizational attractiveness. The findings indicated that training, orientation and briefing of Internal Branding does impact Brand commitment and brand supporting behavior. However the dependent variable of the study was organizational attractiveness while the dependent of this study was the position of Kenya as a tourism destination

2.6 Research Gaps

The studies reviewed instrumental in providing a lot of insight into various aspects of brand alignment and their effects on the brand performance. However, certain questions remain unanswered by the studies primarily because of the paucity of empirical data. In particular, the effect of brand symbols on the positioning of the brand and hence the organization is still unestablished. The role of brand ambassadors in entrenching the brand to clients and investors is also still unknown (Chiang, 2012). Thirdly, the studies did not explicitly link brand communications with brand alignment and hence the positioning of the organization (Keller, 2012). It was not clear how organizations leveraged their position using internal corporate alignment (Dixon, 2017).

Finally, the effect of brand citizenship behavior has not been empirically analyzed for its impact on country brand positioning especially where devolved units are present (Bondarouk, 2010). Moreover, the country branding aspect has attracted little research attention and, hence, little is known concerning the effect of their deliberate nation branding efforts on their global positioning. Therefore, the present study seeks to examine aspects of internal brand alignment between national and county governments and how it influences positioning of Brand Kenya as an investment and tourism destination to bridge this gap.

2.8 Summary of Reviewed Literature

The previous literature review has highlighted several aspects of brand alignment and branding. It was evident that internal branding was a robust approach to brand delivery as it involved the key actors of the branding campaign. Consequently, four constructs emerged that could well explain the performance and effects of internal brand alignment; brand symbols, brand ambassadors, brand communications efforts and brand policies. Brand symbols were revealed to be a very powerful way of promoting the brand. However, the symbolism went beyond just an image or logo to the meaning conveyed by the symbol. Stakeholders were seen to resonate with the message behind the symbol as it connected them to the brand's purpose and hence to the firm. Nevertheless, there was general lack of empirical literature supporting the use of brand symbology in promoting the brand.

III. RESEARCH METHODOLOGY

The study used descriptive research design. This type of design was appropriate for gathering information, summarizing, presenting and interpreting it for clarification (Njeru, 2014). Descriptive survey research design can generate accurate information for a large number of people over a wide area using a small sample. It is used to explore relationships between variables and allows generalizations across populations

3.1 Target Population

The population of interest of this study comprised of Public Relations Officers and Brand Managers in all the 47 counties in Kenya. The population also included 10 Brand Kenya officials. The management is expected to provide a broader managerial perspective of the country and county branding efforts while the county marketing staffs are expected to give information related to their interactional experience in the devolved governments and may provide more insight into how internal brand alignment serves the overall branding initiative. Hence, the total accessible population was 2 persons at the county level and 10 persons at Brand Kenya board.

3.2 Sampling Frame

A sample frame is a list of all elements in the target population (fish 1995) the sample frame for this study was as shown in table 3.1

Table 1: Sample Frame

Respondent type	Population
Brand Kenya Board Officials	10
Public Relations Officers	47
County Branding managers	47
Total	104

(Brand Kenya Board, 2017; County Records, 2018)

3.3 Sampling Technique

To arrive at the sample for the county officials the study adopted multistage sampling technique. The multistage sampling design was done in three stages. In the first stage, Purposive sampling technique was used to select 10 Brand Kenya officials. Secondly the counties were stratified in accordance to the former eight provinces of Kenya. This therefore established the number of counties in each of the provinces. Proportionate sampling was then used to establish the number of counties from each province to participate in study using the following formula

$$n_i = \frac{N_i \times n}{N}$$

where

n_i is sample from the given stratum

N_i is the total number of counties in the i^{th} province

N is total number of counties

n is the sample size

In the third stage, the study utilized simple random sampling technique to select the number of counties sampled from each province. This involved writing names of counties in random cards and then asking an assistant to pick from of the cards for each province the number of cards from each province sample. This ensured that all counties in each of the province had equal chances of being selected. Therefore, the selection of the sample was as shown in the following sample distribution table 3.2

Table 1: Sample Distribution

Former Provinces	No of Counties	30% Proportionate	Sample
		1 Brand Kenya	10
Central	5	3	6
Coastal	6	4	8
Eastern	8	5	10
Nairobi	1	1	2
Northeastern	3	2	4
Nyanza	6	4	8
Rift Valley	14	9	16
Western	4	2	6
Total 8	47	30	70

3.4 Data Collection Instruments and Procedure

The study used researcher-administered questionnaires as data collecting instruments. Both closed and open-ended items were used in the questionnaire. The selection of these tools was guided by the nature of data which was to be collected, time available and the objectives of the study. However, the use of questionnaires necessitated careful preparation as it could easily confuse the respondents, discourage them, or only fail to capture critical information which was needed in the study (Mugenda & Mugenda, 2003). This enabled the researcher to reduce both researcher and respondent biases.

3.5 Pilot Test

A pilot study was carried out to assess the effectiveness of the data collection instruments before venturing entirely into data collection. The pilot study was carried out in Kiambu County where 7 questionnaires were issued to county brand managers. Modifications, additional questions and other shortcomings found in the questions were corrected.

3.5.1 Reliability of Research Instruments

Cronbach's Alpha was calculated and used as a measure of internal consistency. The Cronbach's Alpha is a statistical measure that was used as a measure of internal consistency or reliability of a psychometric instrument. It measures how well a set of variables or items measure a single one-dimensional aspect of an individual. The results from the pilot study were subjected to the Cronbach's reliability test for internal consistency.

Table 3 : Reliability Statistics

Variable	Number of Items	Cronbach's Alpha
Brand Ambassadorship	8	0.814
Brand Kenya positioning as a tourism and investment destination	9	0.874

3.6 Data Analysis and Presentation

Data collected was quantitative in nature. Quantitative data was analysed by use of Statistical Package for Social Sciences (SPSS) version 24. Both descriptive and inferential statistics were used in the study. Descriptive statistics involved the use of percentages, frequencies, measures of central tendencies (mean) and measures of dispersion (standard deviation). Inferential statistic was used to determine the relationship between variables.

IV. FINDINGS

4.1 Response Rate

The study thus administered 70 questionnaires for data collection. However, 52 questionnaires his represented 74 percent overall successful response rates. Respondents were also assured of confidentiality of the information provided.

4.2 Demographic Information

Table 4 :Age Distribution of the Respondents

	Frequency	Percentage
18-28 Years	3	6
29-39 Years	12	23
40-49 Years	25	48
50-59 Years	10	19
Above 60 Years	2	4
Total	52	100

Among public relation officer 6% of the respondents were between 18-28 years of age, 23% of the respondents were 29-39 years, 48% of the respondents were 40-49 years, and 19% of the respondents were 50-59 years, while 4% of the respondents were above 60 years. This implies that majority of public relation officer were 40-49 years of age.

Table 5 : Gender distribution of the respondents

Gender	Frequency	Percentage
Female	29	56
Male	23	44
Total	52	100

Among public relation officer 56% of the respondents were female while 44% of the respondents were male. This implies that majority of the respondents were female. Gender is an important parameter in Kenyan community (Suda, 2002), which could apply to this sample population. Gender is an important parameter in Kenyan community (Suda, 2002), which could apply to this sample population.

4.3 Descriptive Findings and Discussions

4.3.1 Brand ambassadorship on Brand Kenya positioning

Table 6: Influence of brand ambassadorship on Brand Kenya positioning

Brand Ambassadorship Statement	SA	A	N	D	SD	N	Mean	Std
Our organization prefers using employees as brand ambassadors	47%	43%	2%	8%	0%	52	4.22	0.453
Employees are well suited to be brand ambassadors for our organization since they understand our mission and values.	56%	34%	3%	7%	0%	52	4.46	0.321
We train our employees to be brand ambassadors.	47%	34%	7%	7%	6%	52	4.20	0.432
Our brand ambassadors also include personalities from time to time.	59%	31%	3%	7%	0%	52	4.02	0.521
We carefully select and vet our personality brand ambassadors.	48%	48%	2%	2%	0%	52	4.26	0.231
Some of our brand ambassadors are bloggers.	37%	33%	9%	15%	6%	52	3.89	0.345
We at times use our most valuable clients as brand ambassadors.	44%	38%	7%	7%	4%	52	4.273	0.689
We think leveraging our brand on a satisfied client's testimony is good for our reputation.	62%	32%	3%	3%	0%	52	4.604	0.670

The findings indicated that majority of the respondents (90%) agreed that counties prefers using employees as brand ambassadors with a mean of 4.22 and std dev of 0.453. Having employees who function as brand advocates allows the brand to be more customers facing. Not only are employees the most valuable assets to any business, but potential customers will view them as a more credible source than owners or senior managers. Customers tend to believe what employees say about a business because they have less at stake than upper management. Employees have their own networks, both online and offline. In addition majority of the respondents (90%) agreed that employees are well suited to be brand ambassadors for our organization since they understand our mission and values with of a mean of 4.46 and std dev = 0.321. Further majority of the respondents (81%) agreed that counties train their employees to be brand ambassadors with of a mean of 4.20 and std dev = 0.432. It was also noted that majority of the respondents (90%) agreed that county brand ambassadors also include personalities from time to time with of a mean of 4.02 and std dev = 0.521.

In addition majority of the respondents (96%) agreed that counties carefully select and vet their personality brand ambassadors with of a mean of 4.26 and std dev = 0.231. The study also indicated that majority of the respondents (70%) agreed that some of the county brand ambassadors are bloggers with of a mean of 3.89 and std dev = 0.345. More so majority of the respondents (82%) agreed that counties sometimes use the most valuable clients as brand ambassadors with of a mean of 4.273 and std dev = 0.689. Finally majority of the respondents (94%) agreed that leveraging our brand on a satisfied client's testimony is good for our reputation with of a mean of 4.604 and std dev = 0.670. The standard deviation ranged between 0.231 to 0.689 indicating that the dispersion of the respondents from the mean was minimal. These findings agrees with Papolomou & Vrontis, (2006) who argued that brand ambassador will endorse the products and services of the organization as well as embody its corporate identity in appearance, demeanor, values, and voice.

4.3.2 Brand Kenya positioning as a tourism and investment destination.

Table 7: Brand Kenya positioning as a tourism and investment destination

Brand Kenya positioning	SA (%)	A (%)	N (%)	D (%)	SD (%)	Mean	Std. Deviation
Members of the public no longer have problems in recognizing brand Kenya values	64	29	2	5	0	4.403	0.778
We have created a consistent brand Kenya message across the country	54	30	8	5	3	4.307	0.738
The changed structure of government has enabled our staff to serve clients better as they can sort them out faster	38	38	4	11	9	4.145	0.807
More investors are now encouraged to work with us.	43	34	7	5	11	4.387	0.869
Our websites often attract a lot of traffic from foreigners.	60	32	5	3	0	4.48	0.731
Tourist bookings have increased significantly since we started our brand campaign.	58	32	10	0	0	4.44	0.729
We often get cases referred to us by our neighboring county because of our powerful brand.	42	44	6	3	5	4.11	0.977
We also recommend the brand of other counties and the national brands to prospective persons.	39	30	11	9	11	3.99	1.249
The county brand is always marketed as a subset of the national brand.	52	38	7	3	0	4.11	1.030

The researcher further sought to establish the status of internal brand alignment of national and county governments in Kenya. The findings in Table 4.6 revealed that majority of the participants agreed with a mean of 4.403 and standard deviation of 0.778 that members of the public no longer have problems in recognizing brand Kenya values. On whether the organization have created a consistent brand Kenya message across the country, majority of the respondents strongly agreed with a mean score of 4.307 and standard deviation of 0.738. Furthermore, the study sought to establish whether the changed structure of government has enabled the staff to serve clients better as they can sort them out faster. The findings revealed that majority of the respondents were in agreement with a mean of 4.145 and standard deviation of 0.807. In addition, the study sought to find out whether more investors are now encouraged to work with them. Majority of the participants were in agreement in their responses with a mean of 4.387 and standard deviation of 0.869.

On whether the organization websites often attract a lot of traffic from foreigners majority of the respondents strongly agreed with a mean score of 4.48 and standard deviation of 0.731. Furthermore, the study sought to establish whether tourist bookings have increased significantly since we started our brand campaign. The findings revealed that majority of the respondents were in agreement with a mean of 4.44 and standard deviation of 0.729. In addition, the study sought to find out whether the respondent often get cases referred to us by the neighboring county because of their powerful brand. Majority of the participants were in agreement in their responses with a mean of 4.11 and standard deviation of 0.977.

Furthermore, the study sought to find out whether they recommend the brand of other counties and the national brands to prospective persons. Majority of the participants were in agreement in their responses with a mean of 3.99 and standard deviation of 1.249. Finally, majority of the respondents agreed that the county brand is always marketed as a subset of the national brand with a mean of 4.11 and standard deviation of 1.030. The standard deviation ranged between 0.731 to 1.245 indicating that the dispersion of the respondents from the mean was minimal. The findings are in line with Luetzger (2008) study which states that the symbol is one of the organization's most active devices to stand out in a highly competitive, information-rich marketplace.

4.4 Inferential Statistics

The researcher undertook correlation analysis to establish the nature and strength of the relationships between the independent and the dependent variables of the study

4.4.1 Correlation between brand ambassadorship on positioning of Kenya.

In addition, the study conducted a correlation analysis between brand ambassadorship and Brand Kenya positioning as a tourism and investment destination.

Table 8: Correlation between brand ambassadorship and positioning of Kenya.

		Brand Ambassadorship
Brand Kenya positioning	Pearson Correlation	.619*
	Sig. (2-tailed)	.023
	N	52

*. Correlation is significant at the 0.05 level (2-tailed).

The findings shows that there is a strong positive and significant relationship between brand ambassadorship and Brand Kenya positioning as a tourism and investment destination ($r=0.619$ and $P=0.023$). The findings imply that brand ambassadorship enhance Brand Kenya positioning as a tourism and investment destination. This is in line with Goedertier (2015) study which explains that a strong supported by employees is an essential asset for an organization it dramatically increases the chances of customers choosing a particular product or company.

V. CONCLUSION

From the study the researcher concluded that some of the County governments brand ambassadors are bloggers. The study further concluded that counties thought that leveraging their brand on a satisfied client's testimony was good for their reputation. It is a requirement for the organization to carefully select and vet personality of their brand ambassadors. Brand ambassadors of the organization also include personalities

VI. RECOMMENDATIONS

From the findings the researcher recommended that County governments should use brand ambassadors who are bloggers as these will help to reduce the advertisement costs. The internal channels used for branding should align to the brand to get everyone involved in the campaign. These develop a relationship between the brand and employees and better relations between the core workers. Internal branding also builds character within any organization

5.3 Suggestions for Further Research

The study recommends that further studies should be done to determine the effect of internal branding on performance of local tourism in Counties. Secondly the researcher suggested that a study should also be done to determine the effect of branding on the performance of private organizations in Kenya.

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