

## Corporate branding strategies in shaping the identity of Kenya Copyright Board (KECOBO)

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### ABSTRACT

Corporate branding is fundamental in shaping the identity and public image of organizations dealing with regulatory institutions like the Kenya Copyright Board (KECOBO). KECOBO is still struggling to create a well-defined identity despite several initiatives as a result of limited knowledge, restricted resources, and the ever-evolving digital copyright environment. This study examined how corporate branding strategies affect the organizational identity of KECOBO. The study aimed at identifying the extent to which marketing initiatives influence the organizational identity of KECOBO, the extent to which brand awareness has an effect on KECOBO's corporate identity, the extent to which public perception influences KECOBO's branding, and finally, the extent to which brand extension strategies affect KECOBO's corporate identity. The study, using organizational identity theory and corporate reputation theory, adopted a descriptive research design to study the internal and external perspectives of branding. The targeted population included the head of communication at KECOBO and 10,000 registered copyright holders like authors, artists, publishers, and performers. By using Yamane's formula, a sample of 385 was taken, out of which one was purposively sampled and the rest were sampled by the stratified random sampling method from the National Rights Registry. Questionnaires and interviews were used to collect qualitative and quantitative data in the study. Reliability was tested. Cronbach's alpha value for all the key constructs was above 0.75, showing high reliability. Expert review and pilot testing confirmed the validity. The similarity test ensured construct validity. The survey results found that KECOBO marketing was effective according to 72.4% of the respondents, while the other 27.6% found it ineffective. Thus, there is a need for more targeted and digitally adaptive strategies. Overall brand awareness was moderate but uneven—13% of respondents said they were not very familiar with KECOBO, indicating communication gaps with emerging stakeholders. KECOBO received a positive rating from the public survey. The respondents showed that they trust KECOBO at 72.1% but do not view it as different from the government at 58.7%. Interestingly, 65% of the respondents supported KECOBO's brand extension initiatives, while only 48.5% of them were aware of KECOBO's brand extension initiative. The findings indicate that although KECOBO's branding has a functional base, more attention must be paid to segmented marketing, experience-driven trust building, and planned brand-extension roll-out. This study also includes recommendations about how to improve clarity, stakeholder engagement, and organizational identity of a brand.

**Keywords:** Branding, Identity, Kenya Copyright Board (KECOBO), Marketing, Organizational Identity

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### I. INTRODUCTION

Corporate branding is the key of any organization that helps in creating an identity of organization. In other words, it is the way in which an organization sees itself and how the stakeholders see the organization. Corporate branding is not just about logos, taglines and advertising. It also involves the organizational culture, communication, stakeholders and the way of operations. A strong corporate brand builds trust and loyalty and reinforces the organizational identity as it is driven by the alignment of internal values and external perceptions (Balmer & Greyser, 2006). Brand identity is the part of corporate branding that refers to the set of brand connections that the firm seeks to create or maintain in the eyes of the stakeholders. The above mentioned includes tangible like name and logo and intangible like value, vision, mission etc. A clearly articulated brand identity strengthens stakeholder relationships and assures messaging consistency. According to recent study published in 2021, it has been shown that the brand identity essentially builds relationships of emotional bond that develops with the stakeholders which helps to influence the loyalties and perceptions of the different stakeholders (Nguyen et al., 2021). The sum and substance of the study show how brand identity assists in increasing public trust in organization like public sector organization.

Corporate branding globally signifies organizational identity and ability to cultivate stakeholder trust. Corporate branding has helped Apple and Nike to differentiate their products and services from those of their competitors. Thus, both the American and European markets have a heightened level of corporate branding. Apple is a leading technology brand today because of innovation and seamless experience. Nike is another brand that uses storytelling as a strategy to connect with the consumer in a long-term manner (Kapferer, 2012). According to Zhao et

al. (2021), more recent empirical work demonstrates that robust branding strategies produce trust from consumers to utilize them for acceptable format and extension in competitive markets and resilience against competitors.

In various African nations, branding is viewed as tool for competitiveness and legitimacy. According to Brand Africa's Most Admired Brands rankings, organizations like MTN and Dangote have earned a reputation by branding in line with consumer interests and regional aspirations (Brand Africa, 2023). According to empirical evidence, the clear and consistent branding of African public institutions strengthens legitimacy and stakeholders' confidence. However, the bureaucratic nature of these institutions often prevents brand differentiation (Cullinan et al., 2021). The problem with aligning institutional branding with stakeholder expectations, is regional in nature.

Branding research in Kenya now extends to both private and public organizations. According to Kuria (2020), corporate branding significantly increased customer loyalty in the banking industry in Kenya by developing trust and brand recognition. Ngumo (2022) stated similar branding strategies in telecommunications, causing more consumer engagement leading to service adoption. Branding plays a crucial role in creating awareness of institutional mandates in the public sector. According to a study, campaigns may make the agency more recognizable, but poor delivery of service and minimal outreach will not allow them to develop trust (Kemboy, 2024). The findings align with KECOBO's efforts to enhance brand visibility. However, this has not resulted in meaningful stakeholder engagement or awareness of KECOBO's mandate. According to the study, corporate branding strategies such as brand awareness, marketing strategies, brand extensions shapes the KECOBO identity and affect its stakeholder engagement. The findings of this study were valuable to the literature on corporate branding and identity. Moreover, the study provided recommendations that could be implemented by KECOBO and other agencies with similar characteristics.

### 1.1 Statement of the Problem

The Kenya Copyright Board (KECOBO) has pursued the establishment of a strong brand identity which is universally known and seen as impactful to assist in the promotion and protection of copyright and intellectual property rights in Kenya. KECOBO may have engaged in various corporate branding activities but faced considerable challenges in regard to coherent brand identity and stakeholder engagement. With regard to how the branding strategies influenced its image, brand equity, and corporate identity, understanding was not holistic.

Existing scholarship suggests a considerable emphasis on corporate branding in the shaping of institutional reputation and stakeholder perception; however, most studies have focused on the private sector. According to Keller (2013), branding plays an important role in engaging stakeholders. Aaker (2014) shows how brand equity like awareness, loyalty, and perceived quality shapes the identity and long-term positioning of an organization. Despite Kenya's burgeoning corporate sector, limited empirical studies have evaluated the manifestation of corporate branding strategies in public regulators.

There has been little assessment between specific branding elements like marketing programs, brand awareness, public image, brand extension, etc. and branding identity of public institutions. KECOBO, as a regulatory agency operating in a highly on-going dynamic digital environment, sought clarification on how these branding elements were aligned to its corporate or organizational goals and the expectations of its stakeholders. To put it differently, the goal of this study was to close these gaps through a critical examination of KECOBO's corporate branding strategies and their effects on the agency's brand identity. The research looked at public perception, stakeholder awareness of KECOBO, marketing effectiveness, and visibility of brand extensions, with a view to generating results that KECOBO can use to inform its communication and branding practices.

### 1.2 Research Objectives

- i. To analyze the influence of marketing initiatives on KECOBO's corporate identity.
- ii. To determine the effect of brand awareness on KECOBO's corporate identity.
- iii. To evaluate the impact of public perception on KECOBO's corporate identity.
- iv. To assess the role of brand extension strategies in KECOBO's corporate identity.

## II. LITERATURE REVIEW

### 2.1 Theoretical Review

The research analyzed KECOBO's corporate branding and image by examining the internal and external forces using the Organizational Identity Theory and Corporate Reputation Theory. Theories of corporate branding provided a framework for KECOBO to assess how it was creating an identity, how stakeholders perceived it and ultimately, the communication of its mission.

#### 2.1.1 Organizational Identity Theory

The Organizational Identity Theory developed by Albert and Whetten in 1985 suggests that an organization's identity is influenced by internal factors such as values, beliefs, mission, and purpose as well as external factors like

stakeholder expectations and perceptions. For KECOBO, establishing a strong identity also means ensuring that its values are reflected in internal stakeholders' perceptions of the organization. KECOBO has repeatedly affirmed commitment to intellectual property rights protection and creativity which has entrenched its organizational identity and authenticated its brand extensions. (Bednar et al., 2020).

The idea of identity salience in the theory comprised making specific elements of an organization's identity salient depending on context. For instance, at times of policy change and turmoil in the industry, KECOBO could highlight its importance as protector of Intellectual Property to assure stakeholders of its reliability and stability. Also, KECOBO's internal self-conception and the external public perception must be aligned per the KECOBO theory identity. When an organization's actions matched its stated mission and values, its brand credibility and corporate image would most likely be enhanced (Pratt & Hedden, 2023).

The Corporate Reputation Theory should be added to the Organizational Identity Theory as it adds the external stakeholder view to the internal focus of identity in a corporate branding context. Organizational Identity Theory explains how KECOBO creates and communicates its core values, values statements and a sense of internal self-identity. However, it does not explain how these elements are evaluated and interpreted externally. Corporate Reputation Theory deals with the impact of trust, credibility, and image on an organization and acts as a connector. In the case of KECOBO, a strong internal identity must be matched by a favorable external reputation so that KECOBO's branding strategies will be effective enough to build legitimacy and confidence amongst the stakeholders. As such, the second theory adds value to the framework by linking the processes of identity formulation with perceptions, trust and reputational capital in the public sector.

### 2.1.2 Corporate Reputation Theory

Created by Charles Fombrun (Barnett et al., 2006), Corporate Reputation Theory explains the contribution of stakeholder perceptions of the organization's conduct, communication and decisions to its reputation. A good reputation improves credibility and trust which contribute to a good corporate image. In other words, in the context of KECOBO, reputation has to do with the success of engagement with its stakeholders, management of its public image, and tensions in the industry (Wæraas & Byrkjeflot, 2012).

One of the main ideas in their theory was the process of forming a reputation. The emphasis was on acting ethically and being consistent. KECOBO desired to comply with the expectations of its stakeholders to establish a reliable and professional image. Reputation management relies on transparent and responsive communication and meaningful engagement (Lock & Jacobs, 2025). KECOBO should proactively address stakeholder issues, manage crises and ensure message consistency to mitigate reputational risks and build a strong corporate image. The theory pointed out the importance of trust as the most important outcome of reputation management. Trust develops over time, through integrity, openness, and consistently delivering on promises. KECOBO's enforcement of copyright laws to enhance the creative economy has increased public confidence in the mandate (Lipare, 2023). Thus, the trust it has created with the stakeholders strengthened its image and the institution's credibility in the public eye.

Both theories noted that an organization's internal identity and its external reputation are related. For the KECOBO, it meant that its values, beliefs and mission should be effectively and consistently communicated to stakeholders. The alignment of identity and reputation was critical in building trust, maintaining stakeholder confidence and reaffirming regulatory legitimacy. The combination of Organizational Identity Theory and Corporate Reputation Theory proved to be effective to analyze KECOBO's brand image, its stakeholders, and its communication. Theoretical insights a better understanding of how organizations in the public sector can leverage branding to manage perceptions, build trust and achieve institutional objectives.

## 2.2 Empirical Review

Worldwide, studies demonstrate that corporate branding is essential for building strong business identities and reputations. According to a study by Zhao et al. (2021) on the Chinese retail industry, the contributors' branding has an impact on trust and recall in that it causes consumers to become aware of a product, creates loyalty towards it and manages the perception of quality. Zhang et al. (2024) confirmed that corporate branding in Chinese corporations enhances perceived quality as well as trust to boost consumer confidence. A study by Dwivedi et al. (2020) revealed that the emotional connection consumers feel towards corporate brands due to social media branding fosters loyalty and an ongoing relationship with the brand. Furthermore, Beig and Nika (2019) show that brand communication also has a favorable influence on both brand experience and brand equity. That is to say, brand communication is essential for strengthening identity in a global marketplace. All in all, the studies mentioned above signify that corporate branding is not merely visibility but more about building emotional and reputational equity to help better performance across a range of different contexts.

Branding in Africa has been related to legitimacy, confidence and competitiveness. A study conducted by Otokiti et al. (2022) among SMEs in Nigeria proved that branding provided a significant contribution to customer retention and business resilience especially in turbulent market settings. Adetayo and Omolade (2023) investigated

branding strategies of Nigerian SMEs and showed that branding strategies directly improved customer loyalty and market visibility. Overall, branding plays a vital role in stabilizing enterprises of emerging economies. In South Africa, Cornelissen (2017) argues that corporate branding in public institutions brings organizational legitimacy. They go on to argue that bureaucratic challenges can undermine the development of unique brand personalities. The findings indicate a regional challenge where public institutions often cannot distinguish themselves from the government identity, which erodes stakeholders' trust and diminishes the potential for a long-term relationship.

Within Kenya, empirical studies on corporate branding are on the rise and provide useful information for public and private. Wakazi and Ogada (2019) studied commercial banks in Voi Town and found that corporate branding enhanced client satisfaction, which in turn strengthens competitiveness in the banking sector. According to research by Langat et al. (2021) that examined mobile banking services, the perceived corporate image mediates the service quality customer retention relationship. Therefore, it points to the importance of branding. Chachah et al. (2024) studied the National Police Service in the public sector and concluded that branding strategies improved alteration in public perception of improved service delivery though the challenges of consistency. Likewise, Muendo et al. (2024) showed that corporate branding in the university influenced student choice. This is an indication of how important branding is in education. Previous Kenyan studies have demonstrated that branding facilitates organizational reforms and stakeholder engagement. In a case study of the Communication Authority of Kenya, Ambiyio (2022) found that corporate social responsibility measures significantly improved brand identity and trust. According to Wangui et al. (2021), internal branding practices such as staff training and leadership alignment positively influence brand performance in small and medium enterprises in Kenya. Branding is needed for trust with stakeholders and credibility of service so that the organization can perform. The Kenyan studies collectively argue that this is what is needed, and yet there are problems with outreach and communication due to bureaucratic inefficiencies.

### III. METHODOLOGY

#### 3.1 Study Area

The Kenya Copyright Board offices near the NHIF building on Ngong Road in Nairobi County were the site for the research study. The study also intends to include external stakeholders. A section of the public was involved in the study. The entities included MCSK, artists, producers and managers, and foreign rights holders. Those that took part in the public participation were selected at random and from various areas within Ngong Road. The study included selected artist, author and publisher after confirming their availability for the interview.

#### 3.2 Research Design

A descriptive research design was employed in the study. Descriptive research is relevant as it can explain accurately and systematically a phenomenon. In addition, descriptive research utilizes a wide variety of research methods to study one or more variables (Errida & Lotfi, 2021). Descriptive research gathered qualitative and quantitative data. Descriptive research was helpful for it was a reliable and stable design approach that applies for qualitative and quantitative research. Through the questionnaires and interview, the descriptive research will facilitate the gathering of information that will be helpful in determining the characteristics and trends in the target population as per the need for the research questions.

#### 3.3 Target Population and Sample Size

The rationale for the target population concerned is based on the functions and interactions of the two groups with the Kenya Copyright Board (KECOBO) which are very important in understanding its corporate branding and image. The first group which is the head of communication, KECOBO is of special interest to the study because he is directly responsible for brand building and brand communication. The marketers for KECOBO's image will gain crucial information about the board's branding activities, which circulars are produced and the way it advertises its events, vision and mission to the general public.

This group is important for providing an idea of the internal strategies of the organization, goals and how its corporate branding is at work. The second group is the public sector, which comprises artists, publishers, performers, and author/composer members of KECOBO. They represent customers, who are the users of the national copyright registration database managed by KECOBO. This group is important, as they receive the services of KECOBO, while their perceptions and feedback on the branding of the organization helped determine how the external stakeholders perceive the corporate brand. The overall image and reputation of the Kenya Copyright Board is likely to be shaped by their experiences.

In the multi-stage sampling method employed in this study, purposive sampling and stratified random sampling have been combined. The study employs purposive sampling to sample the head of communication of Kenya Copyright Board (KECOBO). This person is carefully chosen for a significant role in developing and communicating the board's brand and image. Being in a position of power, they are in a favorable position to harvest important



information about internal branding, communication and overall organizational identity. Alongside this, stratifying the random sampling allows for greater representativeness of external stakeholders, for example – artists, publishers performers, and authors/composers. This method involves the identification of distinct strata in the population for instance, divides the population into distinct strata with respect to relevant demographic or professional characteristics, for example, type of creative work, geographic location, duration of affiliation with KECOBO. The National Rights Database uses random sampling to select participants. The database will provide a comprehensive register of KECOBO stakeholders to ensure all persons stand an equal chance of being selected in the study. This randomness allows for better generalizability of the study by reducing selection bias in the selection process. The desirable sample size was achieved by application of the Yamane sampling formula (1967). This formula offers two coefficients, one a constant P 0.05 and the second a confidence level of 95%. Given below is the formula which indicates how the sample size was arrived at.

$$n = \frac{N}{1+N(e)^2}$$

Where:

N=Total population

n= The sample size

ε =error term

N=10000 ε=0.05

N=10000

$1+10000(0.05)^2$

$n=10000 =384.61$

$1+25$

N= 384

**Table 1**  
*Sample Size*

Category	Target Population	Sampling Technique	Sample size
KECOBO Head of Communication	1	Purposeful selection	1
Artists, authors/composers, producers & Publishers	10,000	Random Sampling	384
<b>Total</b>	<b>10001</b>		<b>385</b>

### 3.4 Data Analysis

The initial step of data analysis was cleaning the collected data to weed out spoilt, incomplete or unanswered questionnaires to ensure that all the collected information is consistent, complete and reliable. Microsoft Excel was employed due to the tools it offers for data cleaning, analysis and visualization. Through the analysis of the data, extrapolations of the different measurements such as frequency, demographic distribution, level of awareness etc. which helps to derive useful information relating to the topic of research will be done. To summarize the numeric data and to give a quick peek into the analyzed data, tables, graphs and charts were used in the presentation. Statistical techniques infer characteristics of a large group from a smaller group. The relationship between corporate branding constructs (brand extension, marketing strategies, brand equity, organizational reputation) with corporate image was examined using regression analysis. This method data determined the strength and significance of these relationships, which helped to determine how, the independent variables affect the dependent variable.

Figures and tables summarize numeric data and highlight findings for effective presentation. The description and in-depth statistics show the present status and the effect of corporate brand strategies on the image of the organization. As a result, the focus of the investigation is aligned on useful results matching the purpose.

## IV. FINDINGS & DISCUSSIONS

### 4.1 Response Rate

A total of 384 questionnaires were distributed, out of which 362 were returned fully completed. The percentage is greater than the 70% threshold which Fincham (2008) provided as enough to lessen non-response bias. Thus, the data can be considered reliable. The high return rate was enabled by adopting flexible data collection methods such as physical and online questionnaires, coupled with follow-ups via emails, phone calls and KECOBO official communication. These measures widened participation and ensured that KECOBO staff, registered copyright owners, artists, publishers, among others participated timely.

## 4.2 Demographic Characteristics of Respondents

An analysis of the demographic characteristics of the 362 respondents was undertaken to provide context to the sample and to assess the sample's fitness to the target population. The demographic variables were sex, age, education level, occupation, and years of association with KECOBO. It is important to note that these attributes would determine how one perceives, experience and attitude towards corporate branding in the organization.

### 4.2.1 Age Distribution

The study sought to examine the age distribution of the respondents. Table 2 presents the findings obtained.

**Table 2**

*Age*

Age Bracket	Frequency	Percentage
20–30 years	120	33.1%
31–50 years	170	47.0%
Above 50 years	72	19.9%

The people who filled out the surveys were from many ages, from 20 years to over 60 years. Most (47%) cherished Persons of the Age Group 31-50 years followed by 20-30 years (33%) and above 50 (-20%). The distribution shows that the research recruited participants from both younger and older generations. Thus, the research could look at the perception of branding across different life stages.

### 4.2.2 Gender

Furthermore, the gender of the study respondents was examined. The findings were presented in Table 3.

**Table 3**

*Gender*

Gender	Frequency	Percentage
Male	208	57.5%
Female	154	42.5%

The sample consisted of male and female respondents, with males at 57% and females at 42%. The near balance of male to female respondents means that the results are less likely to have been biased by either gender. KECOBO's brand strategies findings assure broad stakeholder perspective because they include responses from both male and female respondents. This suggests that the research gathered perspectives from a wide range of people.

### 4.2.3 Duration of Engagement with KECOBO

The study also sought to examine the duration of respondents engage with KECOBO. Table 4 presents the findings obtained.

**Table 4**

*Duration of Engagement with KECOBO*

Duration	Frequency	Percentage
Less than 2 years	112	31%
2–5 years	160	44%
Over 5 years	90	25%

To assess the respondents' familiarity with KECOBO's operations, services and branding activities, duration of engagement was measured. Almost half of the stakeholders (44%) interacted with KECOBO for between two and five years. This indicates that most respondents had sufficient experience with KECOBO to observe the change in branding, judge the consistency of communication and make subjective assessments regarding the corporate image of KECOBO. An additional 31 percent said that they have been involved for less than two years. This group is still relatively new, but it does give some early indication of how first-time and recent entrants perceive the identity of KECOBO and the effectiveness of its efforts to introduce itself to new stakeholders. Finally, 25% of respondents said they have been engaged for over 5 years, which means they are seasoned stakeholders who have witnessed several shifts. The long-term perspectives are important when evaluating whether KECOBO was consistent with its identity, improved its brand favorability, and adapted to changing industry requirements. Responses indicate that most stakeholders have worked with KECOBO long enough to provide relevant feedback. The presence of some newer

stakeholders, grouped with long-standing members, strengthens our overall understanding of KECOBO’s branding effectiveness over time.

### 4.3 Influence of Marketing Initiatives on Corporate Identity

To examine the extent to which promotional activities of KECOBO influence its image, the respondents were asked to rate the effectiveness of the organization’s marketing initiatives such as advertisements, social media use and awareness campaigns in this regard.

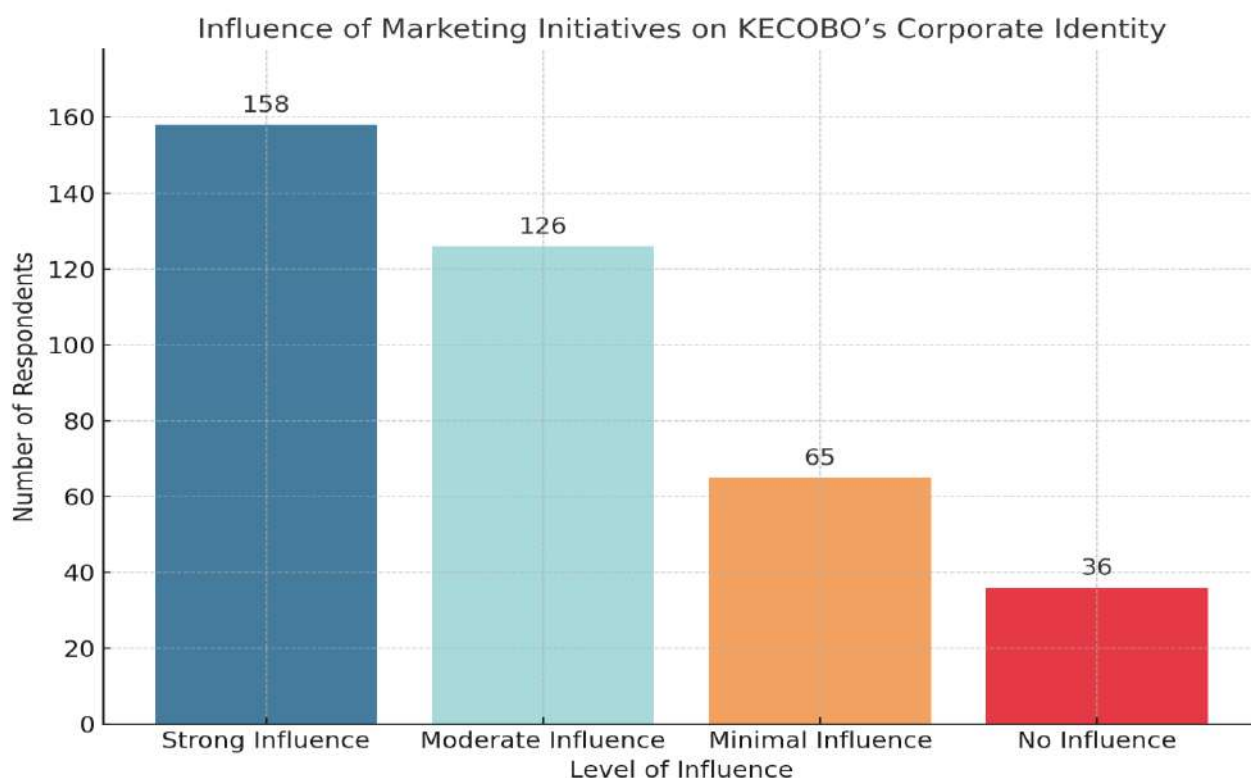
**Table 5**

*Influence of Marketing Initiatives on Corporate Identity*

Rating	Frequency	Percentage
Very Effective	102	28.2%
Somewhat Effective	160	44.2%
Neutral	60	16.6%
Not Effective	40	11.0%

As seen in Table 5, the majority of the respondents perceived the marketing initiatives of KECOBO as very effective or somewhat effective. Indicates that KECOBO’s branding activities enhance its corporate identity by increasing visibility and reinforcing recognition among various stakeholders. Nonetheless, 16.6% of the respondents stayed neutral which may be due to uncertainty whether these initiatives can enhance the corporate image.

Furthermore, 11% indicated that the initiatives are ineffective. This suggests that some stakeholders perceive that KECOBO’s marketing initiatives are unhelpful. Thus, the KECOBO marketing efforts are consistently effective but not very effective. In addition, KECOBO still has room for improvement in expanding outreach and creating a stronger sustained impact on its identity. This suggests that intentional and careful marketing approaches are not only communication tools, but also important mechanisms for the formation of identities. The findings support Wakazi and Ogada (2019) study in Voi town, which show that strong corporate branding and targeted marketing enabled organizations to maintain stakeholder trust in the financial sector.



**Figure 1**

*Influence of KECOBO’s Marketing Initiatives*

Figure 1 shows that the majority of stakeholders believe KECOBO’s marketing initiatives have positively influenced its corporate identity through advertisement, social media activity, and awareness campaigns. A large fraction of respondents believed that the efforts were effective to a strong or moderate degree, implying that they help to build brand awareness and brand trust. On the other hand, many did not find the impact to be large among them many are not affected maybe it is due to inappropriate message, message not targeted at them, problems with message

content or an inappropriate issue to raise. The findings imply that KECOBO’s marketing strategy helps shape the agency’s identity, but some stakeholders do not seem to have been reached or are unconvinced.

The analysis of the interview results also indicated that surveys of both KECOBO and marketing strategies are moderately effective. They can however work on improvement in digital proportion. The interview with the Head of Communication, for example, said that “*We have been consistent with campaigns on radio, TV and print; but the truth is our social media strategy is not as robust as it should be*” (Interviewee, 2025). According to an interviewee, many of our younger stakeholders live in a digital world. Unless we meet them there, our corporate identity will always feel incomplete. This observation supports the evidence that KECOBO has achieved visibility but must diversify their communication channels to ensure that audiences choose interactive digital-first strategies to address the brand. The study by Zhang et al. (2024) determined that ethical marketing operations supported corporate trust and identity in China. The global insights can be seen in the KECOBO case. It shows that marketing initiatives are at the heart of credibility building. Even in a regulatory environment, such initiatives are useful.

#### 4.4 Brand Awareness and Stakeholder Engagement

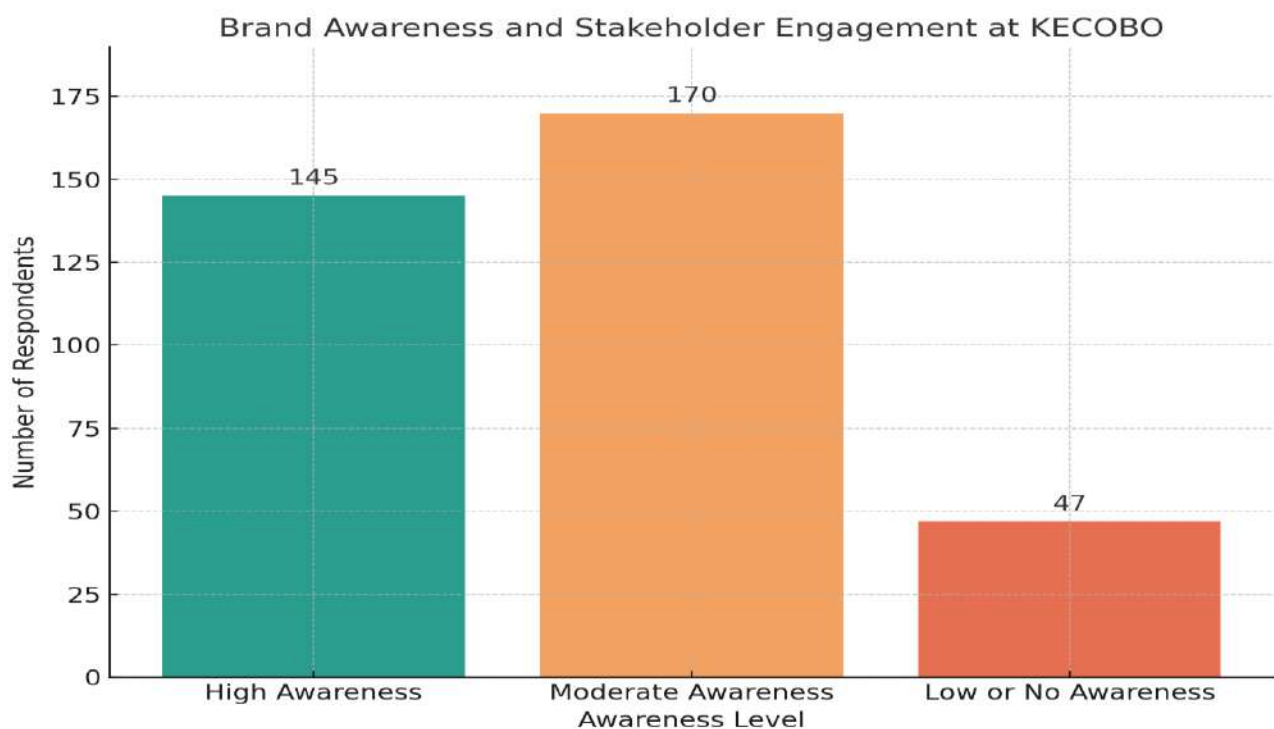
To find out the level of establishment of KECOBO’s corporate brand amongst her stakeholders, respondents were asked to indicate their level of awareness of the organization’s brand identity and visibility.

**Table 6**

*Brand Awareness and Stakeholder Engagement*

Level of Awareness	Frequency	Percentage
High Awareness	145	40.0%
Moderate Awareness	170	47.0%
Low or No Awareness	47	13.0%

The responses in Table 6 indicate that most respondents understand KECOBO’s Mandate and services to a moderate to high level. A moderate level of engagement is observed among stakeholders who engage with the organization. Yet, a smaller segment reported little or no awareness, pointing to the need to enhance outreach strategies to aim for more uniform brand recognition. This is important because that limited awareness could cause under-use of KECOBO’s services and a loss of connection between the organization and certain part of its target audience. The low-awareness grouping may consist of newly registered copyright holders, entrants to the creative industry more generally, and individuals outside of KECOBO’s primary communication reach. The results support Ngumo’s (2022)’s findings on internal branding practices that stated purpose-driven branding builds stakeholder advocacy.



**Figure 2**  
*Brand Awareness*



Based on the findings, 145 respondents referred to themselves as being highly aware of the KECOBO which shows strong identification to KECOBO role, services and branding. They may be more engaged, better informed, and more responsive to the organization. The 170 people are said to have moderate awareness. Even though KECOBO’s brand has reached them, they may not be aware of the full mandate and operations of the organization. This is an opportunity where KECOBO can intensify engagement through communication and awareness-mobilization campaigns. On the other hand, a total of 47 respondents indicated a low or no awareness of the KECOBO brand. This number is important because it may indicate who we are not reaching. In other words, there are some stakeholders who may not be benefiting from KECOBO’s services or advocacy.

The qualitative insights also provide some context to the finding which shows that while there is moderate awareness of KECOBO among the majority, there is a significant minority with low or no awareness. For instance, the Head of Communication told us during the interview: *“There are many artists and rights holders who still do not know about KECOBO, especially those outside Nairobi. Our brand does not reach them fully. This makes it challenging to serve their needs or protect their work effectively”* (interviewee, 2025). It shows that the challenges of awareness are not just being able to recognize; but issues of geography and demographic engagement of stakeholders. Consistent branding reduces reputational risks in the National Police Service (Chachah et al., 2024) and enhances public perception. KECOBO’s case mirrors these results. Campaign coherence and purpose are essential for maintaining positive perceptions.

#### 4.5 Public Perception of KECOBO’s Identity

To understand the public perception of the identity of KECOBO as perceived by the public, Table 7 indicates the trustworthiness and the perspective on communication by the organization.

**Table 7**

*Public Perception of KECOBO’s Identity*

Statement	Agree (%)	Neutral (%)	Disagree (%)
KECOBO is trustworthy	72.1	18.3	9.6
KECOBO communicates its mission clearly	63.3	20.0	16.7
KECOBO’s brand is distinct among government bodies	58.7	25.4	15.9

The findings suggest that trust is KECOBO’s greatest asset as most stakeholders view the organization to be credible and reliable. This is aligned well owing to the legitimacy on confidence of the stakeholders. People generally felt that there was a clear mission communication but neutral and negative reactions suggest that outreach may not reach all groups. Most of KECOBO’s respondents felt that its brand was distinct from that of other government agencies. A considerable minority, however, did not share the same sentiment. Overall, the findings indicate a strong public image, but an assessment of the message finds room for clearer specificity.

According to KECOBO Survey, the entity is generally trusted, but its brand is not distinguishable from other government entities. The interview echoed this gap in differentiation. For example, the interview with the Head of Communication stated: *“People often see us as just another government office: slow, bureaucratic, and far away”* (Interviewee, 2025).

The interviewee expresses the desire to change that and show that KECOBO is different, that they are here to work with creatives and not against them. This statement focuses on the creation of a brand personality that is relatable and proactive, enabling KECOBO to become closer to its stakeholders. The findings show that KECOBO is perceived as a trustworthy brand with some effectiveness in communicating its mission. However, the large share of neutral and dissenting opinions (27.9% to 41.3% across the three indicators) suggests a need for increased engagement with audiences, stronger brand differentiation strategies, and consistent articulation of the mission in interactions with all stakeholders.

This finding shows that KECOBO is known but there is low awareness of it by key parties. Zhao et al. (2021) studied Chinese retail markets that exhibited similar trends that marketing strategies and brand positioning made consumers more aware of and trusted these brands. Similarly, in Nigeria, Otokiti et al. (2022) found that a consistent message improves consumers’ recall and quality perceptions. According to the KECOBO, the level of awareness is moderate, which suggests that KECOBO has not yet achieved the consistent messaging necessary to enhance awareness. This is similar to the emerging markets’ notes.

#### 4.6 Brand Extension Strategies

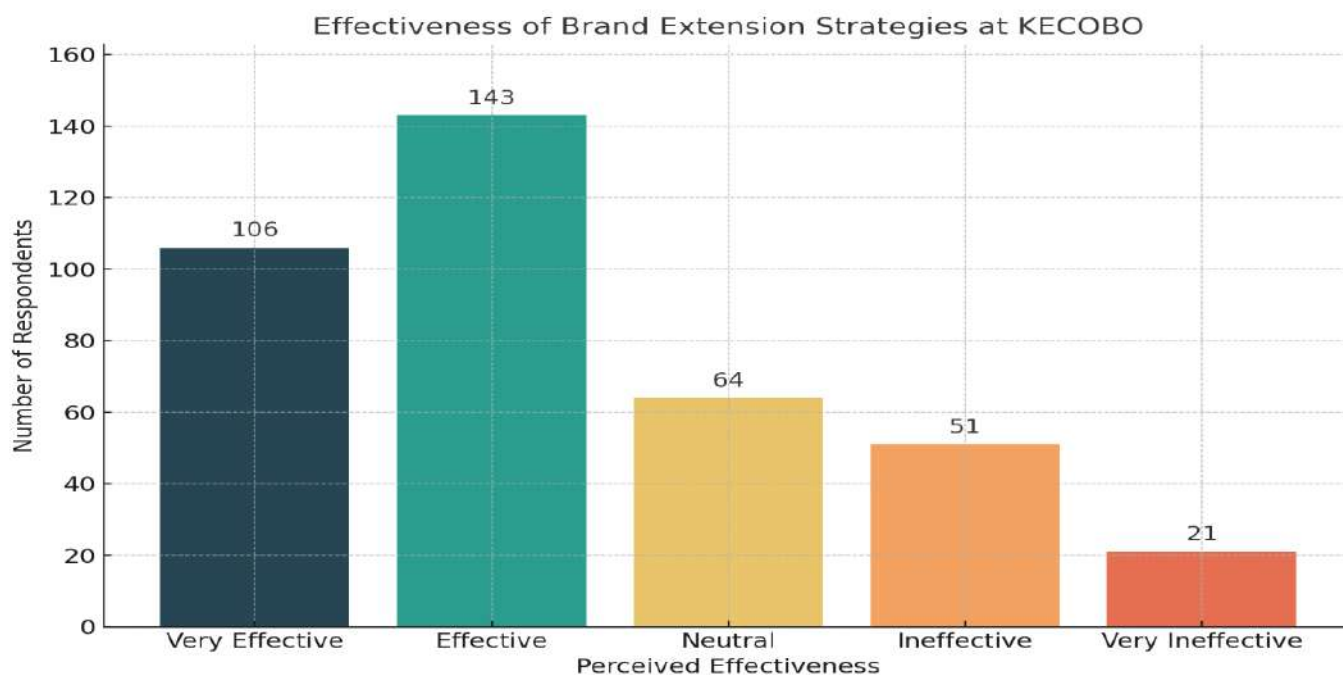
To check what stakeholders know about KECOBO’s latest programs and initiatives; the respondents were asked about whether they have heard of KECOBO’s brand extensions such as digital licensing systems and new service platforms. The findings were presented in Table 8.

**Table 8**

*Brand Extension Awareness*

Awareness of Extensions	Frequency	Percentage
Yes	175	48.5%
No	187	51.5%

A total of 175 respondents (48.5%) become aware of the extensions. Likewise, 187 respondents (51.5%) indicated that they have no knowledge of those. KECOBO has been introducing new services to enhance its corporate identity and service delivery. More than half the respondents were not aware of these developments. There is a big communication gap between the organization’s internal branding and innovation efforts and what the audience knows. The disconnect suggests that even if some initiatives have strategic value, lack of outreach or engagement is preventing them from enhancing the corporate image of KECOBO. Moreover, many people are still not aware of the campaign indicating that brand extension campaign had not been integrated into KECOBO’s broader campaign and stakeholder engagement. The public sector organization to act where visibility and trust are uttermost and getting the stakeholders informed about the new service is essential. When people are aware of the brand, it influences the way they perceive the brand extension. Moreover, low visibility restricts the extension’s effect on 1) brand equity and 2) corporate image. This finding is consistent with Dwivedi et al. (2020), who found that strong brand identity encourages consumers to accept brand extensions in the United States.



**Figure 3**

*Effectiveness of Brand Extension Strategies*

Most stakeholders think KECOBO’s brand extensions like a digital licensing system are effective in enhancing KECOBO’s identity, findings show. It shows that the organization is confident in its ability to remain credible as it grows. Yet, a sizeable minority of respondents was neutral or negative, indicating poor awareness, communication failures, or incompatible new services with KECOBO’s identity. The perception mixed bag highlights that messaging must be clear and engagement strong for all stakeholder groups to grasp the purpose of brand extensions.

Research has shown that respondents are generally favorable to KECOBO brand extensions, but are not aware. The interview clarified this communication gap. The interview with the Head of Communication said: “We have launched new digital services, like online copyright registration, but the uptake has been slow because the

stakeholders are either not aware of the services or do not know how to use them.”*We take responsibility for that. We need to provide clearer explanations and guide individuals through the modifications*” (Interviewee, 2025).

Because they are effectively communicated and align with KECOBO’s mission, our survey shows that KECOBO’s brand extension innovation is effective. Based on the way responses were distributed, it is clear that most people view brand extensions positively, though a sizeable section of the population does not see much value in it. KECOBO should roll out innovative services, but also strengthen messaging and stakeholder engagement so that their ideas are not lost on the people. In the Chinese retail sector, Zhao et al. (2021) indicated that consumers associate strong corporate brands with higher perceived value resulting in loyalty. KECOBO’s experience supports these findings; branding (whether through logo or colors) contributes to brand equity in regulatory bodies.

## V. CONCLUSION & RECOMMENDATIONS

### 5.1 Conclusion

This research was intended to showcase the contribution of corporate branding strategies to the corporate identity of Kenya Copyright Board (KECOBO). It achieved its objective through successful analysis of four selected constructs; marketing strategies, brand awareness, public perception, and brand extension strategies. These findings give insight into the influence of each of these elements on the organization’s identification in the eyes of stakeholders.

The findings pointed out that marketing initiatives matter a lot to the corporate identity of KECOBO especially through outreach programs, visual branding and service marketing. Yet, there were inconsistencies in coverage which may reduce the impact of those efforts. Brand awareness was also crucial in creating an identity, with high levels of awareness showing a strong correlation with favorable perception of KECOBO’s mission and functions. However, the information showed that many people from the target population still do not know enough about the services and mandate of KECOBO.

Trust, credibility, and engagement of the users were closely tied to public perception. The image of KECOBO boost its reputation and legitimacy while negative and unclear image damage its identity. The corporate identity of organizations can be strengthened through transparent communication and sustainable engagement of stakeholders, as the finding suggests.

The study additionally showed that brand extension strategies seem to enjoy good support but limited awareness. This disconnect indicates that even strategically aligned innovations may not support identity if they are not suitably articulated and marketed. The low awareness of KECOBO’s digital and services extension shows the need to develop a rollout plan that integrates marketing, education, and visibility. The findings show that corporate branding strategies have a direct and significant effect on KECOBO’s corporate identity. However, it also shows that these strategies only work if they are consistent. Filling gaps in awareness, perception, and promotional reach will ensure that KECOBO’s identity is fully aligned with its mission and resonates with its stakeholders.

### 5.2 Recommendations

To better engage with their stakeholders, KECOBO should widen the scope and consistency of their marketing efforts. The research shows that while we do marketing activities, there is a limited impact because activities are not consistent and do not cover properly. KECOBO should develop a well-crafted marketing plan and conduct regular campaigns on the radio, television, newspapers, social media, and community-based programs to overcome this. The brand messaging should be backed by a clear brand style guide that ensures messaging, tone, and look and feel remain consistent, regardless of the platform or audience. The brand's visibility can also be enhanced by getting associated with creative industry associations and media houses.

The organization must step up its brand awareness campaigns to fill the gaps in stakeholders’ knowledge of its role, services, and accomplishments. The study found that although various stakeholders were unaware of KECOBO due to the branding policy continuous branding policy. One of the strategies that KECOBO could adopt would be to organize targeted engagement activities aimed at improving awareness. They could include activities like intellectual property sensitization workshops, exhibitions at cultural events, roadshows in creative industry hubs and collaboration with schools and universities. In addition, periodic stakeholder surveys will help measure brand recall and facilitate data-driven updates to awareness measures.

KECOBO should focus on enhancing its public perception through transparent, interactive and sustained engagement with its stakeholders. Public perception is shaped not only by marketing messages but also by the organization’s openness, credibility, and responsiveness. To build trust, KECOBO can issue press releases, present details in its annual report, and post on social media whenever it enforces a copyright. Stakeholder forums, open days, and live digital Q&A sessions could facilitate dialogue between stakeholders and issuers to enable stakeholders to express their concerns and receive instant feedback. Working with well-known industry influencers and cultural ambassadors can also help reposition KECOBO as a friendly partner to creatives and the creative space.

The visibility and communication regarding brand extension strategies need to be improved. As the study explains, despite the introduction of fresh services like the digital copyright registration platforms by KECOBO, many stakeholders are quite unaware of it. To enhance the corporate identity of KECOBO through brand extensions, the organization is advised to implement solid promotional initiatives, which may include an explainer video, email campaign, media briefing, and training users. Every extension should demonstrate alignment with KECOBO's mission to mitigate the risk of brand dilution. Stakeholders will be able to understand how the new services contribute to the overall achievements of the firm by doing so.

KECOBO should establish a system for continuous monitoring and evaluation of branding initiatives to continue making progress and to keep up with the needs of stakeholders. Assessing performance necessitates use of indicators such as stakeholder satisfaction rating, brand recognition rate and service uptake. Brands are encouraged to conduct regular audits to measure the progress of building their corporate identity and where improvements must take place. The audits can offer information that can help in determining how to use resources for paying to make effective use of money. Through continuous improvement, KECOBO shall continuously build a strong, relevant and credible brand in tune with the changing landscape of the creative industry in Kenya.

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