**UNIVERSITY OF NAIROBI**


**THE INFLUENCE OF SOCIAL MEDIA ON CORPORATE COMMUNICATION :A CASE OF KENYA COMMERCIAL BANK**


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## DECLARATION

This research project is my original work and has not been presented in any other

forum or audience, in any university or examination body.

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 I affirm that the content presented in this research project was carried out by the named student under my supervision.

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## DEDICATION

I dedicate this research project to my parents, Henry Lukhanyu Wamalwa and Keziah Buke Lukhanyu. I'm grateful for your love , support and for inculcating in me the values of Education.  I also want to appreciate my sister Vallary and my brother Sam  for their moral support and encouragement, and to my Children Sandy,Jesse and Keith for their love. I couldn't have done it without you all, thank you.

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## ABSTRACT

Social media has immensely influenced corporate communications altering how companies and stakeholders communicate. Contrary to the traditional mode of one way communication, social media has compelled corporate communications to initiate a dialogue whereby stakeholders actively contribute to the message. Regardless of the popularity of social media studies, apparently there still exists a  knowledge gap regarding how organisations can use these channels to enhance corporate communication objectives .This  study therefore,seeks  to bridge this information gap and provide mechanisms that will aid adoption  of social network applications in enhancing communications between companies and their stakeholders.  The study adopted a descriptive survey design, with systematic sampling technique, selecting sample units ,using systematic stratified  sampling. The study was conducted through use of questionnaires and  key informants interviews  from corporate affairs and marketing, social media and customer care departments within Nairobi.Responses from participants were assessed  by quantitative methods while responses from in-depth interviews with key informants were evaluated by  qualitative methods. The Statistical Package for Social Sciences (SPSS) was used to aid in the statistical analysis of the data. The study established that social media creates a positive image for an organisation for example through CSR, reputation management and marketing. In terms of customer service the study found that social networks fortify corporate communication by enabling faster response to queries and  real-time communication with stakeholders.The study concludes that KCB has adopted social media tools to aid in achievement of corporate communication objectives. The  recommendation of the study includes putting in place a social media strategy that drives exposure and traffic  to the brand , reduces marketing expenses,  and expands the customer base .

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**ABBREVIATIONS**

| | |
|---|---|
| KCB | Kenya Commercial Bank |
| CBK | Central Bank of Kenya |
| ARPANET | Advanced Research Projects Agency Network |
| ATM | Automated Teller  Machine |
| PoS | Point of Sale |
| SABRE | Superior Achievement in Branding Reputation and Engagement |
| CSR | Corporate Social Responsibility |
| IGTV | Instagram TV |
| SMS | Short Message Service |
| TOE | Technology Organisation Environment |
| SMA | Social Media Analytics |
| SNS | Social Network Sites |

# CHAPTER ONE

## INTRODUCTION

### 1.1    Background to the Study.

Social Media is the application of electronic communication which enables various types  of content to be shared publicly through internet applications or websites.

According to Kaplan, (2010),social media  are internet technologies which evolve from  the ideological and technological concept of Web 2.0, and support creation and exchange of consumer generated content.(Andreas and Kaplan 2014)

Komito and Bates (2009) refer to social media as  online applications, which  stir interaction among online users through  the exchange of consumer generated content  such as photos, videos and textual comments **.**(kazaka,2011)

Referring to SHRM blog article, on  use of social media  2022,  there are  well known  social network sites  such as Facebook, Twitter , Whatsapp,  Instagram,You tube , and Linked in however,  social media can  adopt other  forms such as online forums or message boards ,online  profiles,  podcasts,  images  and  video,  e-mail,  instant  messaging,  music streaming,internet-based voice services  and  Web 2.0 applications which include blogs, texts, wikis, Google Reader and Google are part of social media.

Since the launch  of social media ,the  corporate communication industry has witnessed radical transformation in the way  companies and stakeholders communicate.Before social media emerged,companies were using  one-way communication which is linear and limited because communication  could only flow from  the sender to the  receiver without any form of  feedback.

The establishment of social media gave corporate organisations the ability to directly and instantly communicate with their stakeholders, thus shifting from the one-way style of corporate communications, to a broad dialogue involving both the organisations and their stakeholders. New media technologies such as Facebook, Twitter and other Web 2.0 tools are becoming mainstream modes of communication in all aspects of life ,including public relation and corporate communication functions. According (Agnihotri et al. 2016) Social media transformed the way stakeholders and companies communicate by offering open and broad communications and cooperation between them.

Social media allows companies to publicize their brand and enhance relationships with the public.They also provide marketplace insight which helps companies to make decisions in relation to customer needs. According to (Rossmann and Stei 2015) application of social media impacts the business decision process and enhances companies' performance .

According to (Carton, 2009).Social media has globally transformed the way people interact and communicate . In retrospect ,humans have developed technologies that allow for easier communication. The benefits that come with internet based communication include increased information , education, and the ability to connect people around the world. In business,social media enables companies to communicate quickly and inexpensively and enhance the aspects of collaboration, sharing, participation, and empowerment.

In the 19th century, Samuel Morse and other inventors launched the telegraph which modified long-distance communication by transmitting and receiving messages from long distances .The Century also witnessed the introduction of radio and telephone which were aimed at social interaction.

In the 1950s, phone phreaking emerged. This was done through handcrafted electronic equipment that paved the way for unauthorized persons to enter the telephone system to make free calls.According to Brett Borders, freaks could hack into corporate unused voice mailboxes to host the first blogs and podcasts (Borders, 2010).

Through the 1960s, email was introduced to enable the exchange of messages reciprocally.

In 1969 the Advanced Research Projects Agency, ARPANET was launched as a network of time-sharing computers which established the foundation of the internet.From there CompuServe, was introduced in 1969 to render time-sharing services which allowed renting time on its computers. During the 1970s MultiUser Dungeon, which later developed into other forms known as multi-user dimension and multi-user domain were introduced.Their technology was a mixture of elements of role-playing games, hack and slash, interactive fiction, and online chat.

In 1994 yahoo was launched by Jerry Yang and David Filo ,it was among the first internet applications in the 1990s.

Beginning 2000 ,social media witnessed a surge following the introduction of various social networking sites including Facebook which was founded in 2004,then YouTube in 2005 . Currently there are many social networks used across the world for example ,Instagram, TikTok, Snapchat, Pinterest and many others .

When social media technologies started,they were mainly used to connect family and friends or individuals with similar interests. However with time, companies began to take advantage of them so as to secure powerful connections with their target audience.

Social media empowers brands to connect with customers, show leadership, disseminate information concerning policies, products and services.It also supports fast response, enhance positive public perception, and build relationships.Social media also gives the company a platform where the audience connect and engage with the organisation, and sway members of the online community on matters of mutual interest.

When social media technologies started,they were mainly used to connect family and friends or individuals with similar interests. However with time, companies began to take advantage of them so as to secure powerful connections with their target audience.

Statista Research Department 2020 ,reported that , social media is among the popular activities online as over 3.6 billion people were using it globally and the number is projected to grow to 4.41 billion in 2025.Social media uptake is constantly soaring across the world.By January 2020, social media usage rate stood at 49 percent globally and the figure is likely to escalate.

Datareportal.com digital report, social media statistics for Kenya revealed that as of January 2021, 11 million people used social media in Kenya and that, the number of people using social networks increased by 2.2 million between in 2020 and 2021,an equivalent of 20.2% of the total population in January 2021.(datareportal.com, 2021)The report further revealed that social networking sites and applications have become a favourite spot where families, friends, influencers, brands, and bloggers gather daily to share news and communicate. The COVID-19 pandemic also led to the introduction of video conferencing and web conferencing platforms such as Zoom, and Microsoft teams which have become popular among ordinary citizens. New types of social media such as TikTok, IMO, Likee, Vskit, Telegram and Vimeo ,which did not have a a big following initially,can now be accessed by ordinary citizens .According to a report by SEMILab 2020 WhatsApp usage stood at 89 percent while Facebook 81.7 percent.

Banks across the globe have increasingly improved their social media strategies to enhance customer service and expand business opportunities. The Denyette DePierro, regulatory counsel at the American Bankers Association found that during the 2010s lenders were hesitant on taking up social-media and were uncomfortable to engage and respond to customer complaints on social platforms , but the last decade has seen a notable change of attitudes and banks are now utilising social media to obtain business goals.

**1.2 Overview of KCB**

The KCB Group is one of the leading financial institutions in East Africa with subsidiaries in Kenya, Tanzania, South Sudan, Uganda, Rwanda, Burundi and Ethiopia . The group was founded in 1896 and is headquartered in Nairobi. Since its establishment, KCB Group has been spearheading development,trade,and economic progress while also connecting customers to opportunities across the region and globally.

 KCB has the most extensive branch network in the East African region with 359 branches and an asset value of Kes 1.0 trillion .Among the properties KCB group owns include the National Bank Kenya insurance agency, KCB Capital, KCB Foundation besides other associate companies.


The Bank offers many financial products and services covering retail banking, corporate banking, investment banking and insurance. It also offers digital financial services and Shariah-compliant products.

Following its quality and customer friendly services the bank has been growing and expanding its product offering across the region and it recently opened a branch in DRC.

The Group has largely invested in new media platforms to enable it to reach its huge following across the region. On Twitter, the KCB has over 400,000 followers while on Facebook it has over 1.2 million followers.Its investment in social media has enabled the Group to win several global awards such as Kenya's Best Bank in the 2021 Euromoney global awards, Africa's Best Responsible Bank in the Euromoney awards for excellence and it was feted as the best bank in customer experience in Kenya , and the most innovative banking brand in Kenya by the 2021 Global Brands Magazine Awards.


**1.2.1 Statement of the Problem**

According (Wright and Hinson, 2012) social media has led to considerable changes to the field of communication. It has radically changed corporate communication by empowering companies to effectively communicate with their stakeholders.Unlike traditional communication where communication was one-way,flowing from the company to the public and could not support feedback, social media, allows the public to participate in the communication process by giving them a platform to share their opinion on issues and products. In relation to that,

companies are now not only concerned about obtaining economic goals but also ensure that both internal and external stakeholders see them in a positive sense.

Regardless of the evidence depicting that companies ought to take on these new channels of communication,until now some companies are still using the traditional communication method and barely engaging with consumers via social media .The lack of control and ancient style of communication can expose a company to unwarranted actions by social media users. (Waters & Williams, 2011)

Social media gives everyone the freedom to express their opinion, which may not always be good for a business. A single mistake on social media or an ill-advised campaign can get out of control quickly, for instance the Kendall Jenner Pepsi campaign, which was a failed attempt for the company to show social responsibility. According to the New York Times magazine the advertisement had borrowed imagery from the Black Lives Matter campaign but was pulled down after a day following fierce criticism that it trivialized the widespread protests against the police over the killings of black people.

According to (Papirfly,2019) ,it's a daunting task for most companies to keep abreast of this unstoppable stream of digital media because it hasn't been the most positive creation for business communications teams to contend with.

## 1.3 Objectives of the Study

### 1.3.1 General Objective of the Study

The general objective of the study was to determine the influence of social media on corporate communication with a case of KCB.

### 1.4 Specific Objectives

1. To examine frequently used modes of social media for corporate communication practice.
2. To examine how social media enhances achievement of corporate communication objectives.
3. To explore factors that influence choice of social media for corporate communication .
4. To determine the number of people that can be reached through social media.

## 1.5 Questions

RQ 1. What channels of social media are used for corporate communication ?

RQ 2. How does the use of social media enhance achievement of corporate communication objectives?

RQ 3. What factors determine the choice of social media for corporate communication?

RQ 4. How many people can be reached through social media?

## 1.6 Scope of the study

The goal of the research was to investigate the influence of social media on corporate communications and to interrogate how social media enhances interaction between companies and their key stakeholders, its challenges and how it can be used to achieve company objectives based on the case of KCB. The sample of this study was staff working at KCB corporate affairs and social media,marketing and customer care within Nairobi.

## 1.7 Justification of the study

Regardless of the many social media studies in public relations,it's evident that there is a gap in knowledge of how organisations are using social media and how these important applications can be utilized in the corporate communication perspective.

The study intends to bridge the information gap and suggest mechanisms and recommendations on how companies can use social media to enhance communications with their stakeholders and bolster favourable public opinion .To academics, the study will provide first hand basic reference for further study .

## 1.8 Limitations of the Study

The secrecy and fear of victimization by the employees of the Bank were a major setback to the study. To help surmount this setback, the researcher guaranteed the respondents that confidentiality of the information given will be undertaken . Some respondents were also not willing to cooperate due to their busy schedules and thus limiting the time they were expected to fill the questionnaire.In response to this,the researcher met with the management earlier to request for more time so as to enable respondents to fill the questionnaires.

This study was delimited to staff working at corporate affairs  and social media ,marketing and customer care at KCB Nairobi branches.

# CHAPTER TWO

## LITERATURE REVIEW AND THEORETICAL FRAMEWORK

### 2.0 Introduction

Literature review refers to a collection,  grouping  and assessment of  what other researchers have written about on a particular topic.It can  also be  described  as a summary of the past and current information.

### 2.1  The social media concept concept

Social media emerged in the 21st century giving companies immense opportunities for improved communication with the public. The vanguard of this digital media is popularly known as social media which is part of the Web 2.0 revolution.

The Web 2.0 concept was discovered  in 1999 by Darcy DiNucci, an expert in information technology . It refers to internet applications  which support  sharing  and cooperation  and enable people to express their opinion freely .The  emergence of web 2.0  platforms have brought immense transformation on how companies and people communicate through the internet. According to (Hearn et al, 2008), Web 2.0  tools  can  be utilized to  deepen their collective knowledge  to positively impact customer relations and corporate culture

### 2.2 Classification of social media

Social media can be classified into various types such as social networks , instant photo sharing applications , photo-sharing ,micro-blogging applications  ,business- and employment-oriented social networks, and interest-based social network sites.Each of the platforms  comes with unique characteristics, cultures, and norms .

**Facebook**

According to (Kaplan & Haenlein, 2010)  Facebook is a social media channel that grants users  a chance to connect using respective online profiles and exchange information with their peers.Facebook was founded in  2004 as a private social site for Harvard students , the platform has since  expanded to become the biggest social network globally with 1.657 billion people daily and 2.498 billion monthly actively using it. (Facebook, 2019). Facebook provides its users the ability to connect  family and friends, post and share content including photos , videos , and news  updates with each other.  Facebook has  been constantly upgrading and adding new features  for better collaboration,for instance,it added the  tagging of friends , and the like button  and recently incorporated the  Live Feed .

**YouTube**

You tube, is a Google owned platform, and the most popular video sharing application globally.There are over 2 billion people  using  the app monthly. YouTube   is the second most accessed site after Google (Hootsuite & We Are Social, 2020). You tube was launched in 2005, and has since  expanded from a social networking site  for sharing  video content into a mainstream media platform (Burgess & Green, 2018). You tube is a combination of television, broadcasting and the internet. Like television,it combines   content and commercials.The site  is watched on television globally by almost 40%.  As in March 2019, it garnered  over 250 million hours of YouTube on their television sets.

**Instagram**

Instagram was introduced  in 2010 as a mobile photo-sharing application.The site  has quickly grown to  one of the  favorite social media platforms worldwide , especially after merging instant photo-sharing with different filters (Riley-Smith, 2013).  Instagram  is expanding rapidly as compared to other sites like Facebook or Snapchat .At the moment it has  over one billion monthly active users (Constine, 2018).The site has continued to upgrade with new features such as video uploads and  Instagram which has attracted many  new users.

**Twitter**

Twitter is a micro blogging platform which allows users to disseminate information in the form of short posts or tweets instantly. (Evans et al., 2011).Initially,Twitter could only accept messages with the length of 140 characters but in 2017,the platform expanded its capacity to accept up to 280 characters. The micro blogging platform has been continuously growing since its launch in 2006 to 153 million daily active users in 2019 globally (Lovejoy et al., 2012; Twitter, 2020).

**LinkedIn**

LinkedIn is a Microsoft owned platform, and operates as a business-based networking site globally with more than 675 million members .It provides various marketing and sales solutions and operates as a training platform (Pascual, 2018). Since its launch in 2003, Linked in has grown to become the largest recruiting solution for companies and for self-promotion (van Dijck, 2013).

**WhatsApp**

WhatsApp is a social media application that involves direct messaging and that enables users to share media including videos,voice messages, and photos among others (Steele, 2014). The platform is available on various devices and is considered relatively safe and secure.WhatsApp has become the most preferred channel among teenagers and youths because of features like group charts and the ability to share location . (Webwise, 2016).

**Blogs**

A blog is an online site that allows writers to post entries meant for public consumption.Blogs share content that is often focused on special subjects or about a particular organization. Blogs can be for food,fashion,travel or for business and they are aimed at capturing the attention of potential employees, for communication with customers, and brand promotion, among other uses.Blogs can be either for internal as a way to improve business processes be used used for external purposes such as to target the public.

**Electronic mail**

Electronic mail is  a popular tool that operates on a computer network and gives support to other networks. The benefits of using email include flexibility in terms of location as it can be accessed anywhere at any time,it also has the benefit of   transmitting information instantly  to many users in different locations at the same time.It also allows processing and storage of information for future reference. Email enhances corporate communication   by quickly delivering information and offering real-time feedback to customer inquiries.It provides an excellent tool to solve customer problems and for other business processes. Nathan Schneider, a professor of media studies at the University of Colorado described email as the most resilient social network on the internet because it  operates as an open protocol  which permits adoption and creation of other apps on top of it, and  changes how it's used.

 **Short Message Service**

  Short Message Service is a great tool of communication and Promotion by a  single  user.  It was launched in the market  in  1992 .SMS are either  transmitted through mobile  phones or generated from a computer.The   SMS platform is most appropriate for marketing campaigns because  of its high-precision    targeting when used as a communication tool . (Bosilj et al, 2009).

**2.3 The concept of corporate communication**

There are various scholars that have attempted to explain the concept of corporate communication. Argenti and Forman (2002) defined  corporate communication as  the voice and image, created by the company in the public, consisting of various stakeholders. Corporate communication covers components  such as corporate image, corporate advertising and advocacy, employee communication, relations with investors, relations with the government, media relations and crisis communication.

 According to Van Riel,corporate communication is a management   mechanism through  which  internal and external forms of communication are skillfully  coordinated with an aim  to create a conducive environment  for solid relationships between the company and its target  public.  Cornelissen (2010)

Corporate communication is a combination of activities aimed at organizing and  managing internal and external communication that lead to a positive image among the company's strategic public. It's the  message that the company  wishes to inform  its audiences, such as employees, media,  partners and the general public.

Corporate communication practice gives the company ability to create a message, incorporate their vision, mission and  values and then enable it to communicate  its message, activities and practices to its target stakeholders .According to Christensen et.al. (2001).It looks at the company rather than   focusing   on a single aspect or stakeholder group separately.The corporate communication  objective  focuses  on  all  the   components  of  the  organization  when communicating with internal and external stakeholders.

There are two main types of corporate communications which include internal and external communications. The core function of corporate communication includes brand communication,customer care,internal communication, crisis management and corporate social responsibility .

The history of public relations paints a picture of an industry that was dominated  with razzmatazz, promotion and propaganda and was commonly characterized  with negative perceptions and stereotypes. According to (Mallinson, 1996),the of culture of misleading campaigns and unethical practices originate  from Edward Bernays the father of public relations, he was the founder of public relations industry and was a staunch proponent  of manipulation of public opinion, a pattern that influenced public relations  for a long time (Mallinson, 1996).

Initially, companies could mold a desired image which  PR practitioners could  then present to the public.Currently,companies no longer have control over their image  because it is created directly by  consumers. The beginning of social media  minimised the control organisations have over their messages.

**2.4 Influence of social media on corporate communications**

The twentieth century witnessed a revolution in communication between organizations and their target audience. The introduction of internet based communication has made companies focus on both products and consumers.Corporate communication has also transformed from a traditional unidirectional perspective to two -way multidirectional approaches to integrated communication strategy which focuses on brand consistency across all platforms and that adjusts communication to meet company objectives.

According to Richard Edelman, CEO of Edelman, an independent PR consultancy, social media has revolutionized how we do things and has expanded from the level of pitching to participating and from merely selling a story to telling a story (Solis and Breakenridge, 2009).

Social media and Web 2.0 have empowered ordinary citizens by giving them a platform to express their feelings, thoughts and experiences unlike the traditional media which completely controlled how messages are disseminated and perceived by the public.

According to Mathew Cabot, Lecturer at San Jose State University, mutually beneficial relationships require two-way communication. Social media has brought a revolution in the corporate communication profession .It has evolved from one-way communication to two-way communication besides the government owned institutions that are anchored on the public information model.Corporate communication in the digital era is premised on dialogic or two-way communication. As companies send messages to their public, they receive them as well.

Social media has democratized information by allowing people to access multiple sources of information. Most people today use one or more social media apps and networking sites daily.

In a 2007 PRSA online survey, communication practitioners were tasked to explain their usage of 18 social media applications , their understanding concerning growth and trends of social media adoption for public relations practice.The survey established that social media applications enables PR practitioners to hold conversations and communicate with target

audiences. The study also established that social media has the ability to strengthen media relations and that communication technologies including social media have made their tasks lighter, by connecting them to a broad spectrum of audiences and accelerating the flow of information (Wright & Hinson, 2009)

While social media has immensely improved the way brands can efficiently and effectively engage with their internal and external stakeholders, if not properly handled, it can cause significant damage to the reputation of a brand. Brown (2009) portrayed it as a communication upheaval more notable than the printing press.

Research by US public relations practitioners established that unprofessional conduct of employees could harm the reputation of a company by sharing confidential information about the company,then external criticism, falsehood, and strikes are other common challenges that come with social media use,which are likely to spiral beyond the control of the company. Macnamara (2010) argued that for a brand to communicate with success on social channels,they ought to quit their common control paradigm.

## 2.5 Modes of social media used by corporate communication practitioners

A research study by Donald K. Wright and Michelle D. Hinson established that Facebook is a popular social network for corporate communication at 83%, besides Twitter, LinkedIn and YouTube. (Wright & Hinson, 2010)

Accoding to (Ewans, Towney & Talan, 2011) in the report, Twitter as a PR tool, found that communication practitioners observed that Twitter is a great tool to run a media campaign strategy.

Another study by Jeremy Porter that focused on Facebook as a public relations tool , found that the social network site is an excellent source to get story ideas with media colleagues. Facebook is also regarded as the most popular social site used for corporate communication, including Linked in and You tube (Macnamara, 2010)

According (Ernst & Young, 2012)Banking statistics for 2012 ,found that that 44% of customers globally employ social networks when searching for information on banking products and services.The report shows that customers from developing markets will most probably use social networks to engage with their banks and that seeking information is still a core activity that customers do on social networks. The report further established that almost one-third of customers use social media to communicate with their individual banks, and to pronounce their views on the services they have received as well as share updates concerning good offers available. (Ernst & Young, 2012)

## 2.6 How social media enhances achievement of corporate communication objectives

Social media brought new levels of engagement never achieved before .A study which evaluated the uptake of digital channels in the Global Fortune 100 companies established that 79% of the global companies and 86% of the US companies own at least one platform. Burson-Marsteller Communications Group (2010) .The percentages suggest a high rate of adoption of social media by companies .

According DiStasoa, McCorkindale & Wright study, organisations employ social networks to advance essential discussions with their publics.Social media sites offers companies a platform to engage in conversations that will in turn improve understanding on important issues like markets, customers, competitors, and employees.

According to Macnamara, social media was utilized to collect information ,build relationships , for marketing purposes , brand promotion and sales. (Macnamara, 2010) .Social media allows companies to share information, connect and sell their products and services to customers online.

(Wigley & Zhang,2011) study found that social media is a salient instrument for crisis management. The study further established that most companies prefer to use Twitter as a strategic channel because it enables companies to instantly share urgent news and updates.

Social network sites offer  colossal opportunities for organizations  to communicate with their audience in a multidirectional   model. (Rybalko & Seltzer, 2010). They  provide meaningful information to customers about products or services by doing reviews, blogs  or content marketing .The two dimensional nature of social media enables companies to receive reactions from customers on  the quality of their products and services.

Social media permits citizen participation. Kent, Taylor, and White (2003) argued that internet technologies facilitate a more harmonized relations between companies   and stakeholders .Stakeholder participation especially at the community level promotes accountability, openness and interactivity with stakeholders.

Social media  provides  companies a platform to engage in meaningful  discussions  with both its internal and external public. (Sweetser, 2010)  external publics can play the role of a watchdog to keep an eye on companies  practicing unethical communication behaviors .By  tracking bad behaviour ,  companies will not  disappear from social media but, will be  active  to promote stakeholder engagement.

According (Herbst, 2004) online applications dispense  the storytelling element   with a mixture of four unique features which are,   the ability to integrate, being easily accessible,connectivity and interactivity . The introduction of  Social media has  enabled users to access information, forward, rate, comment,like and  create content. The number of content creators and influencers is steadily growing around the world.

In the current digital media space,social media users are active and not passive consumers.The traditional era presented  an active narrator and a passive audience where companies had absolute control over the message.The current social media user does not have to wait until something happens but  rather make something happen.A social media user can influence the relationship by  directly engaging and helping shape interactive.

Social media provides a  platform   for  Companies to announce  news updates, product launches, messages or achievements instantly with all its publics.The combination of

technology and communication give companies the ability to plan strategically. (Breakenridge, 2012)

Social media enhances community relations .The introduction of social media changed the power structure, elevating consumers and employees who were at the bottom of the pyramid to new influencers .According to (Burns, 2008) stakeholders have power to express their thoughts on products and services freely among their peers.2010) .Therefore the reputation of a company entirely relies on the image it has created in the online space including how they perform in the global marketplace.As most activities move to the online space, such as remote working,schooling and markets, it's important for communication professionals to adapt new technologies and practices which are now much needed than ever.

According to Mogos (2011) social media gives the company a human face .As humans like to interact with each other , social media therefore gives organisations the ability to improve communication with their stakeholders hence minimising social breakdown between the business and stake.

Social media has become the mainstream means of communication with the rising level of its public use and communication among people and organisations.It's now paramount for companies to integrate social media into their communication strategy because of its high demand.Studies show that organisations want social media be made a mandatory tool for their communication strategy (Hanna et al., 2011).

**2.7 Factors that determine the choice of social media used for corporate communication.**
Studies show that factors that lead to social media adoption are commonly linked to the element of communication and entertainment, the innovative character of the platform and their ability to reach a wide geographic range among others (Wamba & Carter, 2013).Platforms that have incorporated these features are more likely to be adopted.Communication and entertainment are among the basic features that determine their adoption.

Companies select social media platforms basing on the element of compatibility,affordability , costs associated with the use  of a particular channel, how effective a platform is through the communication process,the level of trust ,its ability to support  interaction between the company and its audience and the accessibility  in terms of the numbers of  people the channel can reach in real-time (Lee & Kozar, 2012; Ainin et al., 2015).

 The demographic attributes of gender and age are among factors that determine adoption ,  the relationship between the type of a platform used for social interaction and  its unique features are important in the process of selection. (Randall, Pauley, & Culley, 2015.

Technological  advancement  has led to an increase in accessibility of social media . Studies show that there's a rise in  uptake of  mobile devices yearly.Many people now own smartphones, tablets, or iPads for communication purposes.

  Wamba and Carter  ( 2014 )  researched on factors that could influence social media adoption by SMEs.The research found that the age of the manager,the size of the company ,its level of inventiveness, provided a reason for adoption.

## 2.8 The number of people that can be reached  through social media

Social media engagement is concerned with measuring the way users behave while     using platforms such as Facebook,Twitter ,blogs among others. Engagement metrics such as click-through rates, page views, content likes, comments or reactions help to establish the number of visitors on the company platforms.

Social media  also comes with features that enable tracking of online user behaviour.Companies can therefore  monitor,analyze and utilize  social media sites for their  benefit.They are required to monitor the conduct of interactions linked to likes, shares and comments and assess the quantitative social media engagement per platform  as they influence the decision   the company makes regarding their communication and marketing strategy.

**2.9 Social Media Analysis**

Social media analysis is aimed at extracting useful information from big amounts of data. It is used to analyse collective perceptions that interpret the changing aspects of public opinion (Anstead &O'Loughlin 2015).

Referring to the article The Power of Social Media Analytics, it consists of a three-stage process: capture, understand, and present.

The capture stage involves collection of conversation associated with products,services and general operations.Then the understanding stage is whereby the company assesses meaning from the collected information and initiates metrics useful for decision making. The understanding stage gives information regarding the sentiments of users about a company, products, behaviors ,including the probability of them purchasing a product after seeing an advertising campaign .

The understanding stage is the most important of the Social media analytics process as it influences the outcome of the whole process .The present stage signals the conclusion of the social media analysis process where the outcome from various stages are summarized, assessed, and presented in a simple format .

Social media analytics helps to monitor communities, preference of users, making projections and to gather and translate unspecified data. Measuring users' behaviour is useful in moulding perception and examining the influence of individual players .This has led to many areas of application for social media analysis. Social media analysis uses instant data rather than exclusively structured and documented data.Crisci et al., 2018

Data extracted from online platforms consists of content created by people, brands ,including metadata generated by machines. The data sets are provided in large quantities , referred to as social big data. The content of the data supported by social media comes from large amount of information generated .Lev Manovich (2012)

Social media analysis  aims to help brands to  measure,evaluate and interpret how the brand is perceived by its stakeholders and its performance on Social Media in line with its business objective. (Cosenza, 2012).

Social media analytics is an important tool for  researchers and marketers for examining customer sentiments and opinions and enables them  to collect a large amount of data from online platforms  and evaluate customer opinion.

## 2.10 Theoretical framework

The research study was premised  on  the Grunig two-way symmetric communications theory and the  and  the Technology, organization and environment framework by  Tornatzky and Fleisher (1990)

## 2.11 Grunig's two-way symmetric communications model

The emergence of social media influenced the communication theory and practice by introducing  internet based technologies that support interaction between companies and their publics, inclining to Grunig's two-way symmetric communications model (Theaker, 2012 .

The two -way symmetrical theory by Grunig propagates for creating mutual understanding between parties where companies practice open communication  which in the  end  builds trust among  stakeholders. The theory suggests that  communication can be used to resolve   disputes and enhance   the level of comprehension with strategic publics.

The theory is regarded  as  the  most modern and ethical for public relations  because it is anchored on dialogue.Dialogue enables a company to create and sustain solid relationships with  the stakeholders. It seeks to reduce the  inconsistencies of power that exist between companies and the public, like the  case of the symmetrical model of public relations, and adopts an expanded social responsibility approach.It suggests that  stakeholders and society are  important considerations .  (Leitch & Neilson 2001).

The introduction of social media has forced public relations profession to migrate from one-way a way model to two-way communication.PR professionals practice two-way communication  so that as companies  send  information to their stakeholders, they receive them as well.Organisations must therefore listen to their stakeholders and must illustrate that they have heard their publics by aligning policies and products to their  needs and wants  of the public.

## 2.12 Technology, Organization and Environment

Tornatzky and Fleischer (1990) propagated a theory named TOE which comprises three key factors that affect technology adoption , they include,technology ,organization, and environment .

Referring to this model,the  efficiency of a company relies on the strength   of both internal and external components such as environment, organization size, and organization strategy (Donaldson, 2001). Therefore,those involved in the decision making   process ought to pay attention to environmental, organizational and technological factors .

The theory postulates  that technology aspects such as size of the company,   managerial structure,  human resources, and  its resources  can influence adoption of innovations.

The external environmental context includes the industry, competitors, regulations or policies  by the government  to an organisation that present constraints and opportunities for technological innovations (DePietro et al, 1990).

Attributes of the technology itself, like ease of use,accessibility and cost, influence its adoption .Characteristics of the company itself in terms of size,the leadership and employees  also shape their adoption.

**2.13 Conclusion**

Social media allows everybody to participate in the communication process .It enables individuals to exchange ideas,  opinions, knowledge ,music and  images among others. Its offers brands and   communication professionals a chance to innovate , create and add  value to the brand. Social media allows the creation of  genuine communities within the company,  increases stakeholder collaboration, and   exchange of experience and ideas in real-time . (Banuta, 2011). Although these channels, just like the traditional ones, have pros and cons .

# CHAPTER THREE

## RESEARCH METHODOLOGY

### 3.1 Introduction

Research methodology is an outline that shows how the researcher intends to realize the aim of the study. It expounds on the techniques applied to find out and evaluate information regarding a specific research topic.They include; design of the study, target population, sampling techniques, data collection instruments and data analysis

### 3.2 Research design

Research design is the overall strategy the researcher employs to execute the study .This study applied the descriptive survey design that describes attributes associated with the research population, especially factors that influence their behaviour.It combines quantitative and qualitative data and its aimed at furnishing pertinent and accurate information.Its an effective method that engages people who actively involved in the research objective.

### 3.3 Target population

Target population refers to the total number of people or group of individuals that the study aims to conduct research on and make conclusions from. To ensure effectiveness,the researcher ought to apparently describe characteristics of the target population and any subgroups .The research target was 240 staff from Corporate affairs and Social media ,Customer Care,Marketing of Kenya Commercial Banks operating in Nairobi .

### 3.4 Sampling size and procedures

Sample size is the number of participants or observations in a study.The sample size is an essential aspect of the actual study because it seeks to make conclusions about a population from a sample.Often, the size of the sample in a study depends on the amount of data collection and the necessity to have sufficient statistical significance, this is paramount because,it impacts on statistical analysis. (Morgan, 2001).

In this study, the researcher engaged Krejcie and Morgan to find out the perfect sample size. Given a population of 240 , 148 would make a perfect sample.However the researcher gave

out 240 questionnaires ,197 responses were returned out of the 240 disseminated questionnaires, representing 82.8% response rate. According to Cooper & Schindler (2011), survey response rates above 50% are acceptable for research analysis and publishing, 60% is good, 70% is very good while 80% and above is excellent. The 82.8% response rate achieved is near excellent and is therefore acceptable.

This research engaged systematic random sampling technique , picking sample units using systematic stratified random sampling to guarantee impartiality and equal representation.

### 3.5 Data collection methods

The study employed both primary and secondary data collection methods. Data were collected by self-administered questionnaire and key informant interviews. The researcher used questionnaires to gather statistically meaningful data on the respondents' perspectives regarding the subject, in reference to a set of prearranged questions. The questionnaire was separated into two parts. The first part presented personal data, while the second section was about the influence of social media on corporate communication.For the in-depth interviews, the researcher had beforehand prepared questions that sought to cover specific goals of the study. The questions were unstructured with an attempt to give the researcher ability to collect substantial information on social media and corporate communication.

### 3.6 Data Analysis

Data analysis consists of inspecting,cleaning, transforming, and modelling with the goal of uncovering important data that will be used for informing conclusions, and guide decision-making.Evaluation was done on the filled questionnaires to ascertain that the information collected is precise and congruous . Pre-processing of collected data was carried out by inspecting to check whether there were errors and omissions .

Data were analysed through coding with reference on the two variables in the study to enable better analysis and summary of the results of the entire survey. After coding , the data was classified in terms of common features and qualities. The Statistical Package for Social Sciences (SPSS) was used to aid in the statistical analysis of the data.

# CHAPTER FOUR

## DATA ANALYSIS AND INTERPRETATIONS

### 4.0 Introduction

This chapter contains an elaborate presentation and discussion of data analysis and the outcome of the study. The main purpose of the study was to investigate the influence of social media on corporate communication with a case of Kenya Commercial Bank. The study was carried out by questionnaires issued to employees and interviews from key informants .Respondents were picked from corporate affairs and social media , marketing and customer care departments from KCB branches within Nairobi, who gave their opinion on how social media influences corporate communication. Quantitative and qualitative techniques were utilised to achieve study objectives . Reactions from participants were processed using quantitative methods while those from interviews were processed using qualitative methods.

### 4.1 Background Information of Research Respondents

This study centered on staff and key informants from corporate affairs and social media , marketing and customer care departments of KCB branches in Nairobi.The study adopted systematic random sampling technique, and respondents were picked by stratified random sampling. The research had a sample of 240 respondents aged between 21 to 51 years . 240 questionnaires were circulated, out of those 197 were properly filled and returned ,indicating 82.08% response rate . 105 of the participants were males , indicating 43.75 % .The female respondents were -92, equivalent to 33.33% of the total frequency. With regard to age, 38.33% respondents were between the age of 21-30 years, 40.00% were between 31-40 years, 3.75% and were between 41-50 years.In terms of education,the percentage of the respondents with diploma was 5.56% ,those at degree level were 62.91% and respondents with post-graduate qualification were 3.33%. Concerning departments ,24.16% were from corporate affairs and social media,25.41% , from marketing and 32.5 % were from customer care.

**Table 4.1: Response Rate According to Gender**

| Gender | Frequency | Percentage |
|--------|-----------|------------|
| Male | 105 | 43.75 |
| Female | 92 | 38.33 |
| Total | 240 | 82.08 |

Table 4.1 above shows that 105 were male representing 43.75 % of the total response rate while female respondents were 92, thus representing 33.33% of the total frequency.

**Table 4.2 Respondents Department**

| Departments | Frequency | Percentage |
|-------------|-----------|------------|
| Corporate affairs and social media | 58 | 24.16 |
| Marketing | 61 | 25.41 |
| Customer care | 78 | 32.5 |
| Total | 240 | 82.08 |

Table 4.2 above indicates that 24.16% % of the  participants were from Corporate Affairs  and Social media, 25.41 %  Marketing, and 32.5% were from the Customer care department.

**Table 4.3: Response Demographics: Age**

| Age range | Frequency | Percentage |
|-----------|-----------|------------|
| 21-30 | 92 | 38.33 |
| 31--40 | 96 | 40.00 |
| 41-50 | 9 | 3.75 |
| Total | 240 | 82.08 |

Table 4.3  exhibits participants who took part in the study.Ranging between 21-30 years, they were at 46.7%,  those between 31-40 years were at 48.7% and  between the age of 41-50 they were  4.6% participants.

**Table 4.4 Respondent's Academic Level**

| Academic Level | Frequency | Percentage |
|---|---|---|
| Diploma | 14 | 5.56 |
| Degree | 151 | 62.91 |
| Post Graduate | 32 | 13.33 |
| Total | 240 | 82.05 |

 Table 4.3 exhibits research participants with a diploma were at 7.1%, those with a degree were the majority at 76.6% while those with postgraduate qualifications were at 16.2%.

**4.2 Modes of social media used  for corporate communication**

In this segment, the researcher aimed to observe the most frequently used social network platforms for internal or departmental communications. The main goal of the research was to investigate how social media influences corporate communication.It  aimed  to establish how **KCB** staff who are internal stakeholders communicate with each other to move towards achieving  company  goals.

**Table 4.5: Social Media use for internal communication**

|  | Never | Rarely | Occasionally | Almost Every Time | Frequently |
|---|---|---|---|---|---|
| Email | **0.00%** | 0.00% | 2.54% | 13.71% | 83.76% |
| Text | 4.57% | 9.14% | 30.96% | 26.40% | 28.93% |
| WhatsApp | 12.69% | 17.11% | 51.78% | 19.64% | 18.78% |
| Instagram | 64.47% | 18.78% | 16.75% | 0.00% | 0.00% |
| Linked in | 63.96% | 21.32% | 14.72% | 0.00% | 0.00% |
| Twitter | 61.93% | 25.89% | 12.18% | 0.00% | 0.00% |
| Facebook | 60.91% | 29.95% | 29.95% | 9.14% | 0.00% |
| You Tube | 68.02% | 18.27% | 13.71% | 9.14% | 0.00% |

The study established that email was frequently used for internal communication at KCB .From 197  research participants in this study, 83.76% indicated that electronic mail was frequently used for internal communication, followed by text message at 28.93%, then WhatsApp at 18.78%.

According to the respondents, Email was a  popular tool of communication within departments partly because it forces the user to take some kind of action . When used as a digital marketing tool,Email can  enhance relationship  with the stakeholders while also driving traffic to the blog, and other digital media platforms . ( Mailchimp.com,2022)

 Email is  frequently used because it's an essential component for e-banking activities. Email also comes with security features and it's linked to on-line transactions.The  emergence of new technologies has allowed brands to generate  smart email marketing approaches that enable tracking of  user behavior, customize content in the email body and target users in an expert and manageable way .

The findings of the study correlates with the Forbes survey of more than 1,000 U.S. adults, the study which was conducted in March 2022 scrutinized the perceptions of bank communications and established that  there has been  an outstanding  transition from the ancient brick-and-mortar

communication to a digital approach. The study found that banks are mainly communicating through email at 38%, mobile apps nearly 17% or online banking portals nearly 11%, less than 12% reported that their banks mainly communicate face to face.

Other social media platforms like Instagram, linked-in, Facebook, You tube were occasionally used for internal communication at KCB ,Instagram was used at 16.75%, LinkedIn at 14.72%, Twitter at 12.18 %, Facebook at 9.14% while YouTube at 13.71%.

**Table 4.6: Modes of social media used for external communication**

|  | Never | Rarely | Occasionally | Almost every time | Frequently |
|---|---|---|---|---|---|
| Email | 0.00% | 0.00% | 0.00% | 29.44% | 68.02% |
| Text | 0.00% | 4.57% | 4.57% | 25.89% | 65.48% |
| Twitter | 4.57% | 4.06% | 4.06% | 13.20% | 59.39% |
| Facebook | 4.57% | 5.08% | 22.34% | 12.18% | 55.84% |
| Linked in | 4.57% | 6.60% | 29.95% | 11.68% | 47.21% |
| WhatsApp | 6.09% | 2.03% | 38.07% | 12.69% | 41.12% |
| Instagram | 7.61% | 10.66% | 27.41% | 10.15% | 44.16% |
| YouTube | 4.57% | 19.29% | 33.50% | 13.71% | 28.93% |

Referring to the figure above, it was established that the frequently used modes of communication by KCB for external communication were Email at 68.02%, Text message at 65.48%, Twitter at 59.39%, Facebook at 55.84%, Linked in at 47.21%, Instagram at 44.16%, What's app at 41.12%, and YouTube at 28.93%.

The study established that Email was used frequently for external communication.According to the respondents ,Email is used especially for communicating with partners,investors,members of the press like when sharing press releases , for sharing announcements,for marketing and for e-banking services.

According to 65% of the respondents SMS was also popularly used at KCB .They said that SMS was a preferred tool due it's ability to reach a broad audience .In the banking sector , messaging services are aimed at informing their customers about financial transactions, ATM withdrawals,changes in balance and deposit status. SMS enables banks to automate various

services such as reminders, alerts, and updates. The SMS mobile banking feature comes with the benefit of  wider reach. Most mobile phones allow SMS, while lesser than half allow mobile Web and fewer allow mobile applications.Mobile transactions are faster on SMS than on other modes which  involve several steps of navigation to establish the right Web page to complete a transaction (Suoranta & Mattila, 2004)

According to  respondents  Twitter is one of the frequently used platforms because it helps users to keep tabs with the latest trends and conversations making it a valuable source of customer insights .Additionally  ,the platform helps to  collect research trends and topics concerning customers , thus enabling the  corporate communications department to reach them more effectively.

From the study,55.84% respondents indicated that Facebook was an important tool for external communication . Studies show that Facebook is considered  the colossal  of all social  networks globally.In terms of reach,it covers a broad-spectrum ,it can be accessed via many devices and is easy to use as compared to other social media sites.

The study also found that Linked In supports  activities of corporate communication  as indicated by 47.21% of the respondents . The site is regarded as a place of knowledge exchange, where users  share posts  of a professional nature . Linked In is also  a recruitment channel which gives access to job offers and professional training and  helps to build the brand image of a company.

From the study 44.16% respondents indicated that  they use Instagram  because it's a  low-cost and highly effective device to increase brand awareness. Its huge user database and picture-centric nature   establishes familiarity with the brand and paints  a memorable image  on the mind of employees, customers, and other prospective stakeholders.

41.12% of the  respondents indicated that they prefer using WhatsApp   for communication because it allows for faster delivery of  customer service .The WhatsApp Business solution at KCB  for example  is a great way to support  customer care interactions  and  leverage frequently used messaging solutions as part of an overall digital transformation strategy.

In the study, YouTube was the least popular tool at KCB with 28.93%.According to respondents,the platform is seen as an effective platform for launching or marketing their products, CSR and brand communication.KCB Foundation Docustory, for instance attracted 81K views and the #GoAhead garnered 1.8 million views on KCB YouTube Channel . The increasing popularity of YouTube channels indicates how effective the channel is for communication. According to respondents the YouTube platform offers a great source of entertainment and information. Studies indicate that 57 percent users on You tube are interested in entertainment content , while 86 percent watch YouTube to get the latest information. (Techinasia, 2018).

Corporate communication practitioners use social media for external communication with an attempt to empower the audience by giving them the ability to freely share their thoughts on products and services . Any organisation that has not learnt to take advantage of these social networks will lag behind .

Social media in the banking sector is still developing,initially many lenders were reluctant to engage them for communication purposes,however social media can be a great tool to drive the bank's message because they help banks to be more personal and enhance closer relationships with customers, and offer targeted products and services . (everfi.com-2018

**4.3 How social media enhances achievement of corporate communication objectives.**

**Table 4.7: Information KCB share with the public on Social Media account**

|  | No extent | Low extent | Moderate extent | Great extent | Very great extent |
|---|---|---|---|---|---|
| News/Events | 4.57% | 0.00% | 0.00% | 14.21% | 81.22% |
| Customer relations | 0.00% | 1.02% | 21.32% | 13.20% | 64.47% |
| Marketing products | 0.00% | 0.00% | 8.63% | 15.08% | 86.29% |
| Crisis management | 5.58% | 5.08% | 38.58% | 14.21% | 36.55% |
| CSR | 4.57% | 12.18% | 24.37% | 22.34% | 35.53% |
| Management communication | 4.57% | 21.83% | 20.30% | 14.72% | 38.58% |
| Others | 6.60% | 213.20% | 14.21% | 2.03% | 4.57% |

From the study, it was observed that the kind of information KCB engages stakeholders on social media are for, marketing products at 86.29%, news events at 81.22%, customer relations at 64.47 %, management communication at 38.58%, crisis management at 36.55%, CSR at 35.53, others at 4.57%.Internet advertising brings many benefits in comparison to conventional mediums such as printed publications and electronic media. Digital networks come with features that make marketing more precise, personal, interesting, interactive and social. Stakeholders today expect to be engaged differently as traditional marketing strategies are no longer viable. Social media is an effective means to create strong relations with stakeholders because it's affordable,enhances brand image ,employee communication, and brand celebrity among others.

**Table 4.8: Information customers post on KCB social media account**

|  | No extent | Low extent | Moderate extent | Great extent | Very great extent |
|---|---|---|---|---|---|
| Inquiries | 0.00% | 0.00% | 0.00% | 12.69% | 87.31% |
| Compliments | 0.00% | 0.00% | 11.17% | 15.74% | 73.10% |
| Complains | 0.51% | 7.11% | 2.03% | 11.17% | 79.19% |
| Suggestions | 0.00% | 10.66% | 23.86% | 5.58% | 59.90% |
| Personal assistance | 0.51% | 3.55% | 33.50% | 15.74% | 46.70% |
| Key brand mentions | 5.58% | 9.14% | 19.80% | 18.78% | 46.70% |
| Others | 1.52% | 6.60% | 11.17% | 4.06% | 5.58% |

The research attempted to find out the kind of of content the audience posted on KCB social media sites.87.31% of the participants showed that most of the information posted on KCB social media pages by the audience were about inquiries , followed by complains at 79.19% then compliments at73.10%,  suggestions at 59.90%, then personal assistance at 46.70 and key brand mentions at 5.58%

**Table:4.9: How social media enhances the achievement of corporate communications objectives**

|  | No extent | Low extent | Moderate extent | Moderate extent | Great extent | Very great extent |
|---|---|---|---|---|---|---|
| Marketing | 2.0% | 0.0% | 12.7% | 12.7% | 9.6% | 75.6% |
| Positive image | 2.0% | 0.0% | 17.3% | 17.3% | 14.2% | 66.5% |
| Customer service | 2.0% | 0.0% | 17.3% | 17.3% | 16.8% | 64.0% |
| Feedback | 2.0% | 0.0% | 17.3% | 17.3% | 25.4% | 55.3% |
| Internal communication | 8.1% | 25.9% | 26.4% | 26.4% | 4.6% | 35.0% |

As shown in the table above, social media enhances  achievement of corporate communication objectives.

In this research, 75.6% of the participants showed that social media is used for promotion of products and services , then 66.5% showed that social media is used to amplify brand  image for the organization  .Social media enables customers keenly track business and receive notifications regarding  what those businesses planning or  intending  to do.

In terms of    customer service 64.0% of the respondents showed social media    can enhance corporate communication by enabling faster response to queries.


 Regarding  feedback 55.3% of the respondents showed that social media allows  for two-way communication. It allows customers to inquire  about products and services by asking  questions directly  through  the company's social  messaging apps or  on  the comments section and the customer care team can respond as soon as possible. Again 35% respondents indicated that social media makes communication easier within the organisation because it encourages collaboration and innovation and facilitate a cohesive and engaged culture.

Social media  pages are  integrated to the Banks's website with a social share  and follow buttons to enable  sharing of content hence increasing awareness of the company and improving user experience for the customers.

The 2009 Digital Readiness Report, found that  social media has radically transformed  the aspect of public relations in both large and small businesses.It offers  companies a platform to create sustainable relationships with all the stakeholders . Social  media helps companies to build solid and sustainable  relationships with the media, influencers, customers and partners irrespective of their physical location.

## 4.4 To investigate  factors that determine the choice of social media  for corporate communication

**Table 4.10: Challenges bank faces while engaging customers on social media**

|  | Extremely unlikely | Unlike | Neutral | Likely | Extremely likely |
|---|---|---|---|---|---|
| No formal Strategy | 6.09% | 24.37% | 38.58% | 15.23% | 15.74% |
| Any other | 1.02% | 0.00% | 6.09% | 16.75% | 2.54% |
| Time management | 13.20% | 35.53% | 32.99% | 15.23% | 3.05% |
| Security and privacy concerns | 14.21% | 44.67% | 19.29% | 11.68% | 10.15% |
| Bad publicity | 4.57% | 73.60% | 8.63% | 12.69% | 0.51% |
| Trolls | 11.17%) | 69.54%) | 11.17% | 7.61% | 0.51% |
| Customer satisfaction | 30.46% | 52.28% | 6.60% | 5.08% | 5.58% |

When respondents were asked about challenges  the bank faces while engaging customers via social networks, 15.74% of the participants said, lack of a formal social media strategy could negatively influence corporate communication as it may reduce its  production capacity.Another challenge observed by respondents was about time management,for instance when employees are

not able to complete their tasks due to social media and they add extra paid hours including overtime, this can negatively impact on time management and reduction on productivity of the company as demonstrated by 3.05% of the respondents.

According to 10.15 % of the respondents, social networking on company networks by employees may give unauthorized persons like hackers access and introduce viruses and breach of privacy .

10.15% of the respondents said that bad publicity may negatively affect the company, for instance when former or existing employees, or customers share inappropriate information about the company that could harm the reputation of the company.

According to12.69% of the respondents, trolls can affect a company's reputation, for example, Irresponsible posts or comments can quickly go viral thus creating public outrage.

Customer satisfaction and trust issues are also likely to have a negative impact on a company's reputation,15.58% of the participants demonstrated that. Although social media offers companies a chance to instantly get feedback from stakeholders in relation to their products and give the Bank a platform for promotional activities,it also allows them to express their opinions freely which may harm the company's reputation if not properly used.

**Table :4.11 Aspects of corporate communication affected by social media**

|  | No extent | Low extent | Moderate extent | Great extent | Very great extent |
|---|---|---|---|---|---|
| Brand building | 0.00% | 1.52% | 7.61% | 24.37% | 66.50% |
| Community relations | 0.00% | 1.52% | 7.61% | 25.38% | 65.48% |
| Media Relations | 0.00% | 7.61% | 7.11% | 24.37% | 60.91% |
| Crisis communication | 0.00% | 8.63% | 28.93% | 15.23% | 47.21% |
| Employee communication | 0.00% | 22.84% | 15.23% | 25.38% | 36.55% |
| Executive communication | 11.17% | 20.81% | 24.37% | 20.30% | 23.35% |

When respondents were asked about the extent social media influences corporate communication, the following observations were made.

With regards to brand building 66.50 % of the participants showed that social media has  the ability  to immensely  influence  corporate communication because it enhances a company's exposure and  advance business partnerships .It also offers an affordable marketing rates and drive sales  and market insight through social media analysis so that companies  can improve their brand.

Concerning community relations 65.48% of the participants showed that social media has the ability  to greatly influence corporate communication. With the introduction of the internet , online communities  emerged. Online communities  are led by influncers  with huge following ,whatever they say or do  about a company or product,will have an impact. Social media is therefore a crucial tool for corporate communication because it enhances relations between companies and the public .

About media relations,60.91% of the participants  stated that social media  influences corporate communication in the sense that it allows companies and customers to interact  via different sites instantly, therefore compelling brands to  respond quickly to concerns .

Concerning crisis communication,  47.21%  of the respondents observed that   social media  has the ability to  establish  signs of an impending crisis .This can be achieved through  monitoring patterns  regarding  the  company  ,its  products  and  services  on  social  networks,conducting searches,  investigating mentions about the company among others.

This study shows that employee communications are also affected by social media as observed by 36.55% of   participants. Social media is  cooperative in nature and they enhance  perception and teamwork, develop relationships and enable innovative communication.

As regards to executive communication, 23.35% of  the participants observed that social media affects  executive  communication.  Banks  CEO  and  other  business  leaders   are  deemed  to be influencers as they operate as the face of the company. Even if their posts don't garner a lot of shares and comments, they make an impact by just being present on social media.

Social  media  enables  brands  to  target  a  large  audience  on  a  variety  of  sites.  Each  channel provides   an  unusual  space   for  companies  to  interact    with   stakeholders  concerning   their products and services.It also impacts on the  general image of a company among its stakeholders .

**4.5 Factors that influence choice of social media for corporate communication**

Table 4.12: Factors influencing the choice social media platform for corporate communication



Factors influencing social media usage by KCB

| Factor | Percentage |
| --- | --- |
| Cost | 14% |
| Convenient | 22% |
| Feedback from customers | 26% |
| Stiff competition | 13% |
| User friendly to customers | 25% |
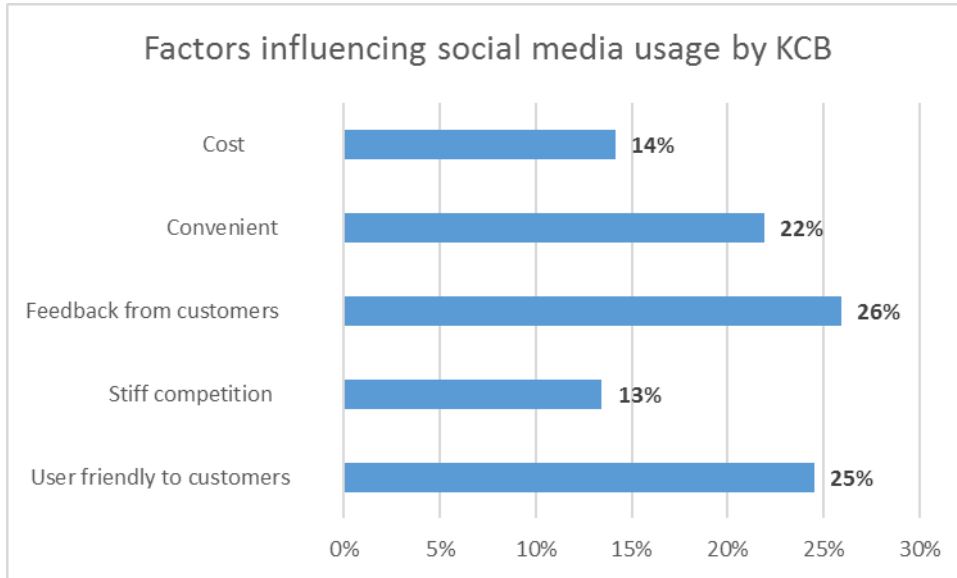
According to the respondents, factors that influence the choice of a social media platform by KCB include:

Feedback from customers at 26%

User friendly to customers at25%

Convenience at 22%

Stiff competition at 13%

Cost at 14%

Feedback from customers at 26

As part of the  characteristics that determine choice of social networks for  corporate communication,respondents indicated that the level of  interaction that a platform allows determines its  adoption. A social media platform that  enables users to smoothly interact is usually selected for use.Corporate communication embraces dialogue therefore IT-based solutions that allow for quick response are among factors that lead to adoption.

User friendly simply means that the technology requires minimal effort in terms of use. Because banks have different sets of customers including those with minimal level of education,they therefore use channels that are deemed easy to use.

A social network that is cost effective is more likely to be adopted for use. Facebook for instance can allow a user to market and sell products at an affordable cost. Its features allow users to share, tag, message, comment and notify at a cheaper cost as compared to traditional channels.

Stiff competition is part of external factors that affect technological innovation. According to respondents,when a competitor is innovating and improving their communication strategy for easy service delivery,the competitor is forced to innovate to tap more customers and also retain current ones.The M-pesa platform for example, forces financial institutions to devise new approaches which will help them remain in business. Respondentsalso stated that a platform that is convenient in terms of use and accessibility,is more likely to be adopted for communication purposes.

**4.6 How KCB uses social media to achieve corporate communications objectives**

Social media is a very important tool for communication.It helps organizations develop sustainable and solid relations with their key stakeholders. It enables companies to put in place functional strategies like advertising and public relations which can propel an organisation to reach its target audiences. Corporate communication strategy reinforces companies' attempt to obtain their set goals, by giving the company celebrity status , improving traffic, and signing new partnerships. According to (Stelzner, 2009) social media helps companies increase in search engine rankings, generating qualified leads and reducing marketing expenses.

The study also conducted key informant for respondents from corporate communication ,social media and customer care .These officials are mandated to create a social media strategy which involves identifying and focusing on the proper mediums and undertakings, creating campaigns

that cause them achieve business goals.From the interview the researcher made the following findings about corporate communication and social media use at KCB.

KCB uses social media to showcase milestones ,this is a great way to acknowledge its success story. According to the respondents there are plenty of reasons to celebrate milestones, such as showing consumers proven track record and showcasing moments of accomplishment as well as celebrating relationships that go beyond business.

**Figure 4.1 KCB Group Full Year Profit report**

The figure below was retrieved from Facebook showing Joshua Oigara the former CEO of KCB presenting the Bank full year report on profit which hit from Ksh.19.6 billion the previous year to Ksh.34 billion. Milestones show customers how well the company is doing hence building good faith, brand awareness, and advocacy.

*"We usually share a variety of content with a bid to drive diverse traffic, for instance member and customer testimonials, we also share tips and tricks, financial planning podcasts ,videos and text messages because social sharing builds consumer loyalty, generates high exposure to our brand and better organic search results . Content also enhances our reach to more people because, when many people engage our posts, many others will see them which is likely to bring onboard new subscribers and followers for the Bank. Currently our bank has more than 1 million Facebook followers and over 400 000 Twitter followers."*

Studies show that using text-based content is good, but adding image and video can attract more visitors and is more effective at boosting engagement than text. Videos especially are becoming more popular representing 74% of all internet traffic.( Supplygem.com, 2022)

The Bank Offers help and solve customer support issues on social media handles which boosts trust with customers. These include KCB Bank Group on Facebook and KCB Group on Twitter among others. Customers ask general questions ,do inquiries or complaints which may either be

sent to the public or as a direct message to the handle. These questions are attended to promptly except in circumstances where delays occur as a result of multiple comments that are received on the Banks pages. The Bank also regularly features contests and giveaways to increase social media engagement, this creative and personalized approach to customer service has been successful in building trust.

For example, *Dear customers, we would like to notify you that we are experiencing challenges in some of our systems that have affected USSD & the KCB App. Our teams are working to restore the services as soon as possible. We apologize for the inconvenience caused and we shall inform you once they are back.*

Studies show that benefits of social media in customer service include easy brand accessibility. Organizations that create a high level of service have a competitive edge and they bring onboard very loyal customers and motivated employees. (Kaufman, 2014).

Social media is an important channel for consumer engagement, brand awareness, customer support, and lead generation .This research shows that KCB uses social media for content distribution, for instance for educational purposes, community engagement, brand awareness and sales generation which not only creates communication opportunities but increases sales volumes.

Besides supporting two way communication where the organisation shares and exchanges information ,social media gives the audience an opportunity to share and exchange information with their peers.This gives the organisation an ability to transform its relationship with the public.Before social media,communication was one-way and the organisation could control the conversation in its favour but .Social media allows the audience to take part it the interaction with one another and with the companies (Lipsman et al. KCB uses social media to interact with its stakeholders especially customers and it also allows their customers respond and share information with others on the Banks social media pages.

"*We integrate video content into our marketing strategy. From financial education and service and product demos to storytelling and branding as it helps showcase brand identity, increase*

*user engagement, and enhance online visibility. Video content is a great way    to drive a significant increase in organic search engine traffic.* "

Studies show that social video has become a popular trend online Most social platforms  have been upgrading and adding new features to their apps and websites such as uploading, viewing, and sharing videos more easily.Social video is critical tool for marketing.According (Kar et al., 2017).Any social media campaign approach that includes video is bound for success because video is a reliable solution for companies to reach many  people.

KCB also targets the millennial audience. A report by George Washington University and the Global Financial Literacy Excellence Centre shows that just 27 percent of millennials turn to a professional financial advisor for matters related to investment and saving. And while millennials show contempt for financial institutions, many of them have already reached their prime spending and working years and are about to make important financial decisions. They therefore need someone to turn to for guidance and advice, with a bid to tap into the millennial market, KCB shares a lot of content that educates about financial management.

**Figure 4.2 Financial Literacy**
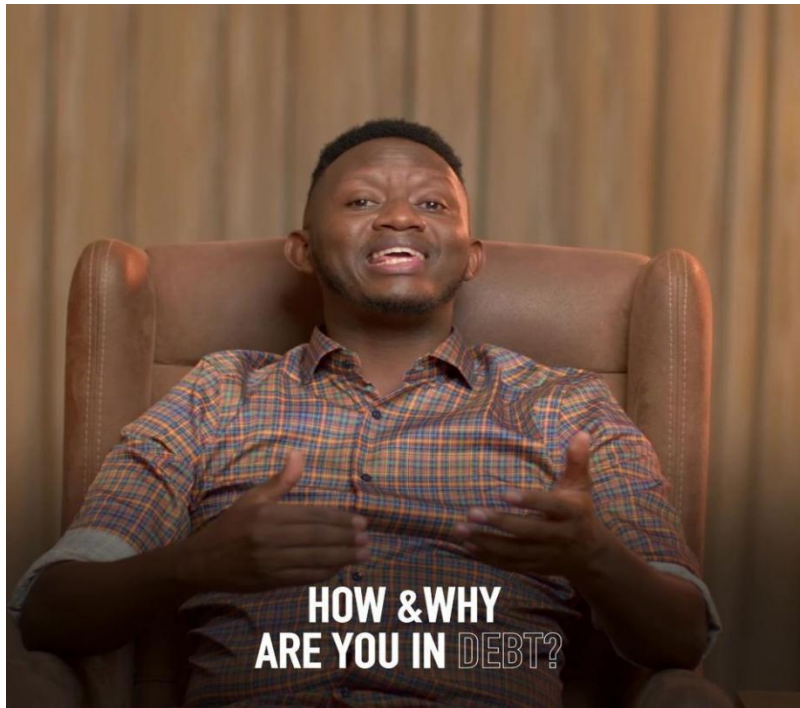


The figure above  was shared by the bank with a bid to teach the audience on debt management which is a huge challenge especially among the millennial. The financial inclusion organization Financial Sector Deepening Kenya report revealed that many Kenyans seek digital credit to pursue business objectives such as to invest and pay salaries, as well as  settle  household needs. Although such credit  can support SMEs  to grow and earn profits. Such credit can also help individuals grapple with  emergencies like sickness.However,the  report indicates that  35% of borrowing is spent on domestic issues, such  as common household needs, airtime and personal or household goods,this trend is contrary to  the business or emergency needs anticipated  in the investment world as a use for mobile loans.

This study established that KCB engages social media  for making announcements and breaking company news such as the appointment of Paul Russo as the Group Chief executive  officer on May 25 ,2022 officer to replace Mr Joshua Oigara who had served the institution for  nine and a half years.

From the study,it was observed that KCB uses social media to enhance corporate social responsibility and community engagement. Corporate social responsibility (CSR) campaigns result to improved stakeholder perception about the company and reinforce positive behaviors such as acquisition of company products and services , attract prospective employees, and investment into the company.It also helps the organisation develop solid and trustworthy corporate image, reinforce relations with the public and gain approval from the audience.When a company employs a successful CSR strategy it will lead to increased level of credibility and engagement which will transform the stakeholders into company advocates.For example the just concluded World Safari Rally Champion which was aired live across KCB social media pages.

*"For the last 20 years we as KCB have invested over KSHS1.2 billion into motorsports in Kenya. It's our commitment towards nurturing talent"*

Social media supports communication between the company and its stakeholders.It enables companies collect information which may be useful for marketing purposes and market analysis. It also provides a platform for companies to market their products and services because of its ability to disseminate customised,well timed, and build customer relationships through loyalty programs linked to social media.

**4.7 How KCB determine the numbers that visit KCB social media pages**

Social media pages usually indicate how many followers a company has on their social sites.KCB Group for example has 1.2 million followers on Facebook ,527.2 followers on Twiter ,34.8 k followers on YouTube, 56.2k followers on Linked in and 126 k followers.

*"We use likes, comments, shares and messages to establish how many customers are engaging."*

In the figure below for instance,the post garnered 5.2k likes,1.3k comments and 20 shares indicating that the campaign was successful because of the massive attention it gained.

**Figure 4.3 KCB M-PESA Loan**

*Sis, it might be time to upgrade that phone, no? Usitense. Easily get a 1 month KCB M-PESA loan on your phone at a low rate of 8.64% & upgrade today.#KCBMpesa #Usitense*



According to the respondents,KCB uses website analytics, to find out the sites and campaigns attracting  many visitors.Web analytics  solution  helps to collect and analyze  data from social media sites such facebook and Twitter. It indicates changes in traffic to a website  after  a marketing campaign has been unveiled. The application gives information regarding how many

people are visiting  the website , number of page views, and  helps to monitor user behavior online.The number of clicks  for example the success of a  campaign  and the type of information that users want or like.

According to Kinsta.com blog, Google analytics helps a company track how many people visit their site and how they behave on it.It also helps to track the ROI for the company's online marketing,  and establish customer engagements, goal tracking, filter the website data to find underperforming pages, and a lot  more by giving  access to data about  the company's website.

This study established that KCB monitors the  reach of their social media content through the number of people who see content  as well as the reach  of every post, story, or video. When there are  many  views from  new  followers , that  shows   the  post is  circulating  or simply performing  well .

Another  way  that  KCB  determines  the  number  of  visits  on  social  media  is   by  impressions measurement  which  measures  how  many  times users  view  the  content.Impressions  might  be more than reach if one person sees the same many times.

The research found that that,the communications team at KCB use audience growth rate to find how many new followers they are  getting  within a certain period of time . This is achieved by measuring  new followers as a percentage of your total audience.

Another  method  that  corporate  communication  practitioners  use  to find  the  numbers   visiting social  media  sites  is  by,virality  rate  which  measures  how  much  content  is  shared.Every  time someone  shares  your  content,  it  achieves  a  fresh  set  of  impressions  via  their  audience.  Thus virality rate measures how the content is spreading exponentially.

KCB also uses video views to ascertain the numbers that visit their pages,video views  indicate how many people have seen the content.

According to respondents,Click-through rates help to indicate  the numbers accessing their content.

Click-through rate, or CTR, shows how often people click on a link in the posts to access additional content giving you a sense of how many people saw the company's social content and wanted to know more.

**4.8 How KCB measure customer service satisfaction**

Customer satisfaction   is about  gathering  feedback    from customers .This    can be achieved through surveys and customer data. Such surveys are used  to accumulate  information concerning positive and negative perceptions which can boost  marketing or sales strategy of the organisation. Comments about a company can be viewed by many  ,the company can therefore target them  and turn them into potential customers  and also use them to improve reputation .

From  the  study,it  was  observed  that  KCB  evaluates  their  relationship  with  the  institution  immediately  after  a  service .  This  happens   mostly  by  SMS  where  by  a  customer  is  asked  several questions for instance if they liked the service as shown below,

*"Dear customer, thank you for visiting the River Road branch for PERSONAL ACC ENQ service. You may be invited to a survey on the quality of service you received. Your feedback is appreciated. Have a wonderful day."*

According to the respondents, social media support needs to manage customer expectations such as ensuring that customer queries are responded to because giving fast support on social media leads to a positive customer experience.

*" Dear KCB,*

*I am very disappointed with you. Yesterday while making withdrawals at your Thika ATM, you retained my card and the transaction was unsuccessful. You however deducted the money from the account, despite calling and visiting your branch you are yet to reverse the same.Please note that I was not withdrawing those funds for fun. I urgently needed to use it.*

*Kindly behave"*

*@ KCB ,Dear KENNETH, thank you for contacting us. Your ref no. is KCB-13902492-Z7V5. You will receive our feedback within 48 hours."*

Studies show that most customers want to get feedback instantly so companies ought to actively respond to messages on all social sites as soon as possible.Referring to blog post ,State of digital customer experience report, 32% of people expect a response in 30 minutes and 42% expect a reply within an hour. However many brands take hours or even days to respond.The study found that 61% of people have stopped doing business with a brand because of a poor digital customer experience.( Convince and convert .com,2019)

Social media mentions show customers' opinions about a brand's marketing content. Each time a company releases a new campaign, the followers have an instant channel to give feedback.When there is a lot of feedback on a particular campaign,that will imply that the communication achieved its purpose .

Churn rate is also another way communication practitioners can determine customer satisfaction. This can be achieved by comparing new subscribers versus its loss of subscribers .Churn rate tracks lost customers and on the other hand growth rate tracks new customers. It shows the company how they are performing against their rivals. If the churn rate is higher than the growth rate that indicates a reduction in the company's customer base.

*" guys have the worst experience ever. I was buying airtime on the app but it brought an error on the first trial. Ok, I thought its internet issue so I tried again later, it's said an error occurred. Later on, I went ahead to find other means only to find you DISGUSTING BANK that you have deducted the money from account and credited the airtime twice. This happening for the second time first time I had a purchase of 2700 worth airtime but you deducted twice. I have my statements. Calling you, you said you can do nothing about it. You are very useless and am very annoyed. What if someone mistakenly buys huge airtime without knowing, if you can't bring an option of reversing the forced bought airtime to account close the bank. I won't call you for help because the response will be sorry, we can't help you. I am back to my baroda bank which has the best experience ever. This has pained me walai.*

## 4.9 How to monitor the success level of communication on social networks

This study aimed to establish how KCB monitors the success level of communication with stakeholders on social networks .

Improved customer satisfaction refers to when a company listens to the needs of their customers and adjusts their brand to their expectations .This may help to bolster customer satisfaction and win loyal customers.Many customers seek sustainable relationships with companies and purchase products and services where they foretell long-lasting relationships for both parties. At KCB ,they seek to offer their customers products and services customized to their individual or business needs. They offer guidance and advice on financial issues and are committed to walk the journey with their customers.

Referring to groovehq.com, businesses assess their performance based on their profits. Customer service is a crucial business because it's linked to revenue. Companies that strive to boost customer service end up growing their revenue.Having favourable reputation also leads to growth of the company.According to respondents at KCB the Bank ensures that it offers products and services that help retain their customer base as illustrated below,

**Figure 4.4 SMETradeshow**



The figure above shows how KCB targets the SMEs sector by organising events aimed at supporting the sector with resources to enable them to scale and thrive.A study by World bank, found that Small and Medium Enterprises contribute immensely to the economy. A big number of businesses across the world are SMEs.In terms of job creation,they contribute an equivalent of 50% and 90% of all businesses globally.

From the study,it was noted that KCB also carry out media monitoring which is vital as it provides information on trends and patterns in the industry ,what customers, want and expect from the Bank ,as well as help in detecting and managing crises situations .

Botezatu (2012) states that a company needs a proactive social media strategy only if it can thus fulfil a strategic goal, in order to be efficient, social media strategy should be established within

the general company strategy and that of communication. Some consultants believe that social media should be integrated into the communication strategy and are not an independent element(.Lumen ,2014)

The study established that KCB has incorporated corporate affairs, marketing, customer care and social media  under one department called corporate affairs and citizenry hence ensuring close cooperation.

  Qualitative indicators of social media communication involve aspects like community participation, relevant engagements   and quality of the content  shared while quantitative indicators consist of the number of followers and content created by them   such as likes, comments, tweets, retweets, shares, mentions. Likes,shares and retweets indicate that the communication campaign is successful. Retweeting on a post  implies that  a person is in agreement or endorses  the  opinion or information shared .KCB also uses these indicators to gauge whether or not the social media campaign was successful.

From the study, it was found that KCB uses viral marketing  to determine  how successful a communication campaign is. When a marketing campaign becomes popular online at a very rapid pace, then it would indicate the success of the social media campaign.

Respondents also indicated that hashtags boost the KCB social media presence as they make content accessible . Hashtags   enable an organisation  to create a brand  by involving stakeholders  and participating in discussions concerning  trending topics. When an institution gets more visible ,it  creates a larger audience and a larger audience eventually increases the likelihood of fresh leads for  the brand.

# CHAPTER 5

## SUMMARY, CONCLUSIONS,  AND RECOMMENDATIONS FOR FURTHER STUDIES

### 5.0 Introduction

The chapter  presents an overall summary of the study and summary of findings originating from chapter four .It also consists of conclusions  and recommendations anchored on the  research objectives  which was  to  investigate  how social media influences  corporate communication with a case of KCB.

### 5.1 Summary of the study

 Internet based  applications and  social media are crucial tools of  communication.They provide information, education, and  connect people globally. Social networks such as Facebook,Twitter and  Whatsapp  enable  corporate  entities  communicate  with  stakeholders  instantly  and cheaply.Corporate communication  has grown from  a one-way  model where communication flows from  a sender     to a receiver without feedback to to two-way communication model which adds feedback from receiver to sender.When organisations send messages to their publics ,they receive them as well.Social media enables individuals to access information that previously could not be accessed. Companies across the world have adopted social media as part of their integrated marketing strategy to achieve various  business goals, such as stakeholder relations, marketing, employee communications,CSR,crisis  management  and  customer  research  among others. Social media  enables companies  to communicate directly with all stakeholders, but has also   influenced  how  companies  interact  with  media,  which  has  a  remarkable  impact  on stakeholder perception.
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### 5.2 Data Analysis

This study centered on staff and key informants from  corporate affairs and social media , marketing and customer care departments of KCB branches in Nairobi.It adopted systematic random sampling  technique, and participants were picked by stratified random sampling. The research  had  a sample  of 240  participants aged between  21 to 51 years .  240 questionnaires were circulated,  out of those 197 were properly filled and returned ,indicating  82.08% response

rate . 105 of the participants were males , indicating 43.75 % .The female respondents were -92, equivalent to 33.33% of the total frequency. With regard to age, 38.33% respondents were between the age of 21-30 years, 40.00% between 31-40 years, 3.75% and were between 41-50 years.In terms of education,the percentage of the respondents with diploma was 5.56% ,those at degree level were 62.91% and respondents with post-graduate qualification were 3.33%. Concerning departments ,24.16% were from corporate affairs ,25.41% , from social media and marketing and 32.5 % were from customer care.

## 5.3 Frequently used social media tools by Kenya Commercial Bank

This research found that frequently used modes of social media for internal and external communication include electronic mail , followed by text message, Whats App ,Facebook and Twitter.Other platforms like linked in, You tube and Instagram were occasionally used for internal communication. Email, SMS , Twitter, Facebook , LinkedIn, Instagram, What'sApp and YouTube were frequently used for external communication .

## 5.4 How social media enhance the achievement of corporate communication objectives
 Social media have brought radical changes to the field of Corporate communication. It has empowered the public by giving them a platform that allows them to communicate effectively.This study found that social media is used for marketing, for product launches, and to enhance a stakeholder perception about organization . In terms of customer service the study shows that social media can enhance corporate communication by enabling faster response to queries and enabling easier communication within the organisation .Social media encourages collaboration and innovation and facilitates a cohesive and engaged culture.

## 5.5 Factors that influence choice of social media for corporate communication
 Factors that influence the choice of social networking platforms for corporate communication include: Interactivity ,user friendly to customer,convenience ,stiff competition and cost . An interactive media is good for use because it supports dialogue between companies and their target audience .An application that is easy to use will most likely be adopted. Another factor

that determines choice is affordability ,Facebook for instance is good platform for selling, advertising and marketing with very affordable rates as compared conventional platforms like television and print.The element of competition was also identified as a factor that may influence adoption.In cases where rival entities in the industry innovate,their competitors will be forced to come with a similar innovation to stay relevant.

## 5.6 To determine the numbers of people that can be reached through social media

The study established that social media engagement tools such as likes, comments and shares are indicators used to point out the number of customers reaching out. Website analytics also shows which platforms and campaigns are generating more clicks and the kind of messages the audience likes. There is also audience growth rate which helps to establish how many new followers the institution is getting within a certain period of time. Furthermore virality rate , content views and click-through rate shows how often people access content.

## 5.7 Conclusion

The following conclusions were made from the summary of the findings:

The study concludes that KCB has adopted social media applications to aid in achievement of corporate communication goals .The frequently used modes of communication for internal communication include electronic mail,text message and WhatsApp.The study also established that Popular sites such as Facebook,twitter,linkedIn ,YouTube and Instagram were rarely used for internal communication.Regarding external communication ,KCB used multiple tools such as Email , Text message , Twitter , Facebook , LinkedIn, Instagram , What's app , and YouTube. These platforms are integrated with the website and share buttons that enable a user to share or comment or like among other functions.

The study also concludes that social media used at KCB enhanced achievement of corporate communication objectives.The Bank uses social media for activities such as advertising ,reputation management ,marketing,CSR ,events, Crisis management,education among others.They also share a variety of content including videos,texts,pictures, milestones and

achievement, solving customer support issues , and targeting the millennial audience who are the majority customers and employees.These activities have helped the Bank   reach their ideal target audiences,gain favourable public image,  get new partners,  increase in search rankings, and business expansion.

 Social media  use has helped KCB build and maintain relationships with their key stakeholders and led  to improved employee productivity.

 KCB has also invested heavily in social and digital platforms  to reach its diverse customer base across the region .This has led to its recognition locally and internationally.Among the awards KCB has received include; Kenya's Best Bank 2021 in the 2021 Euromoney global awards, Africa's Best Responsible Bank in the Euromoney Awards for Excellence, Best Bank in Customer Experience in Kenya and the Most Innovative Banking Brand Kenya by the 2021 Global Brands Magazine Awards among others.

The study concluded that factors that influence the choice of social media applications at KCB include, interactivity,an application that supports dialogue rather than a one -way channel.Another factor that influences adoption is ease of use . Also a channel that is affordable is more likely to be adopted for use, and stiff  competition especially from other players in the industry may also influence adoption.

To determine  the numbers visiting KBC digital platforms, the study established  that,the Bank uses web analytics  to track the number of users that visit the Banks website. They also monitor the reach of their social networks content through the  number of people who see content  as well as the reach of each individual post, story, or video.

The study concludes that KCB uses audience growth rate to establish how many new followers they are getting within a certain period of time .

 The  study also concludes that KCB uses virality rate to see how much of their content is being shared  or trending online.

 The study further concludes that  KCB uses click-through rate to establish the numbers  of people  who saw their  social content .

## 5.8 Recommendation

The study recommends that social networking sites should be adopted as part of the corporate integrated marketing communications to ensure key messages from the organization are disseminated across all channels to enhance efficiency and sustainable stakeholder relationships.

Social media should be utilized for both internal and external communication such as recruitment processes,training purposes, and to influence organizational change.

Companies should also ensure stakeholders encounter similar customer service on all channels to ensure consistency .

The study recommends use of digital tools such as web analytics,social media solutions and search engine optimization which helps company sites to rank high on search engine results pages. This is a good way to boost credibility of your business and help to reach more people among other benefits.

Corporate entities should also establish policies that address privacy issues in order to limit instances where personal and corporate social media accounts can be illegally accessed or hacked and also to avoid cases of fraud . Such policies should clearly demonstrate how the organisation wishes their employees to engage with the brand so as to protect the company's reputation while stimulating interaction across all social networks.

Regarding choice of social media platforms,an organization should consider adopting channels that are easily accessible to customers,easy to use and those that enable fast response and that are affordable to minimize advertising costs.

Banks and corporate organisations should put more effort in training staff as it will enable them to acquire technology skills for changing customer needs which come with new technologies and for better service delivery.

The Bank and corporate organisations should put in place strategies that bolster social media reach and engagement to get more views on the posts and profile and grow brand familiarity.

They should also follow general social media best practices such as posting regularly and constantly ,interacting with  followers as well as creating timely content with eye-catching visuals.

## 5.9 Suggestions for Further Research

The study proposes that studies should  be done to show how social media  drives public engagement and transparency and  to interrogate how businesses can successfully integrate social media into business .

 Future research should also focus on how organisations can build  capacity as an ongoing process that utilizes social media data to help in  decision making and training to enable employees  learn new technologies  to help them meet changing industry  needs .

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**APPENDICES**

**Appendix 1: Research Questionnaire**

Dear respondent,

I am a student at the University of Nairobi, studying for a Master's Degree in Communication studies.I am doing research on The Influence Of Social Media On Corporate Communication: A Case study of Kenya Commercial Bank. With reference to this, I would like to request you to give feedback on the questionnaire provided.

 I guarantee that your identity and responses will be treated with the highest level of discretion and the information will only be utilized to achieve the objective of the research.

**Instructions**

Please tick ( ) where appropriate in the spaces provided.

**Section A: Personal Data**

1.Name (Optional)…………………………………

Gender Male [ ] Female [ ]

2. Age Bracket

 21-30 yrs ( )

 31- 40 yrs ( )

 41-50 yrs ( )

 Above 51 yrs ( )

3. Academic level

 Diploma ( )

 Degree ( )

Post-Graduate degree (    )

4. Department

Corporate Affairs and Social Media (    )     Marketing(    )    Customer care(    )

**Section 2:  Social Media Usage**

5a)   How often does your department use each of the following platforms for Internal or departmental communication

|  | Frequently | Almost every time | Occasionally | Rarely | Never |
|---|---|---|---|---|---|
| Facebook |  |  |  |  |  |
| Twitter |  |  |  |  |  |
| WhatsApp |  |  |  |  |  |
| You tube |  |  |  |  |  |
| Instagram |  |  |  |  |  |
| Blog |  |  |  |  |  |
| Email |  |  |  |  |  |
| Text |  |  |  |  |  |

b) Which social media sites does use to communicate with external stakeholders (investors, media, customers, partners)

|  | Frequently | Almost every time | Occasionally | Rarely | Never |
|---|---|---|---|---|---|
| Facebook |  |  |  |  |  |
| Twitter |  |  |  |  |  |
| You tube |  |  |  |  |  |
| WhatsApp |  |  |  |  |  |
| Instagram |  |  |  |  |  |
| Email |  |  |  |  |  |
| Text |  |  |  |  |  |

7. What kinds of information do you share with the public on the bank's social media accounts?

| Functions | Very great extent | Great extend | Moderate extent | Low extent | No extent |
|---|---|---|---|---|---|
| News/events |  |  |  |  |  |
| Customer relations |  |  |  |  |  |
| Marketing products |  |  |  |  |  |
| Crisis management |  |  |  |  |  |
| CSR |  |  |  |  |  |
| Management communication |  |  |  |  |  |
| Others |  |  |  |  |  |

8. What kinds of information do customers and members of the public post on KCB social media

pages?

| | Very great extent | Great extent | Moderate extent | Low extent | No extent |
|---|---|---|---|---|---|
| Inquiries | | | | | |
| Complains | | | | | |
| Compliments | | | | | |
| Suggestions | | | | | |
| Personal assistance | | | | | |
| Key brand mentions | | | | | |
| Others | | | | | |

9. Does the bank encounter any of the following challenges while engaging with customers and members of the public on social media?

| | Extremely unlikely | unlikely | Neutral | likely | Extremely likely |
|---|---|---|---|---|---|
| Bad publicity | | | | | |
| Trolls | | | | | |
| Customer satisfaction and trust issues | | | | | |
| Security and privacy concerns | | | | | |
| Time management | | | | | |
| No formal strategy | | | | | |
| Any other | | | | | |

10.Do you think social media use affects the following aspects of corporate communication?

| Aspects | Very great extent | Great extent | Moderate extent | Low extent | No extent |
|---|---|---|---|---|---|
| Media Relations | | | | | |
| Employee communication | | | | | |
| Crisis communication | | | | | |
| Executive communication | | | | | |
| Brand building | | | | | |
| Community relations | | | | | |
| | | | | | |

11.In your own opinion, do you think social media enhances the achievement of corporate communications objectives?

| Objectives | Very great extent | Great extent | Moderate extent | Low extent | No extend |
|---|---|---|---|---|---|
| Customer service | | | | | |
| Marketing | | | | | |
| Internal communication | | | | | |
| Feedback | | | | | |
| Positive image | | | | | |

12. What are the factors which influence social media usage by KCB?

 (a) User friendly to customers (    )

(b) Stiff competition (        )

( c)Feedback from customers (        )

(d) Convenient (        )

(e)Cost       (

**Appendix 2: Interview guide for key informant persons**

**Instructions**

Please respond to each question correctly and honestly.

1.In your opinion, what do you think is the benefit of using social media for corporate communication?

2. How does your department ensure that the bank 's social media brand succeeds?

3. What are the mostly used modes of social media for corporate communication and why?

4. Does your bank use any social media analytic tools to determine the numbers that visit the bank's social media pages? If yes, please list them.

5.How do you measure customer service satisfaction?

6. How do you monitor the success levels of your social media communication with members of the public?