STRATEGIC PLANNING WITHIN TELEVISION COMPANIES IN KENYA

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By

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DEDICATION

To God...With whom all things are possible.

DECLARATION

This project is my original work and has not been submitted for a degree in any other University.

Signed ____________________

JACQUELINE W MWAURA

Date 15/11/2001

This project has been submitted for examination with my approval as the University Supervisor.

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ABSTRACT

Formal strategic management can be traced back to the 1950s in the United States of America. With time, it's popularity increased and spread to several developed countries. Strategic planning took a while to get to developing countries. Studies have been done in Kenya regarding strategic planning practices in several industries. However, in the television industry, there is no research done on the strategic planning practices. It is for this reason why the study was done.

The population that was contacted for the study was all the seven companies that exist in the industry. All firms were contacted but the response that was received was from six companies. The interviewee was a senior manager in each company. The reason is that these were the key people in making strategic plans for the firms.

Primary data was obtained through the use of a structured questionnaire. It was structured to meet the objective of the study. The questions were both open and closed The questionnaire was to be administered by the researcher.

It was evident from the research that the firms in the television industry had formal strategic plans. The top management usually developed these plans. The planning time horizon for these plans was short periods due to the turbulence in the environment. Most of the firms had mission statements. These firms had set aside a percentage

of the budget to strategic planning. They found it important to collect information on their competitors although just to a small extent. All the firms utilised a market-driven strategy approach.

CHAPTER ONE

INTRODUCTION

1.1 BACKGROUND

When one takes a look at the management literature, one finds that strategic planning is not a very new management tool. Its origins can be traced back to the late 1950s and early 1960s. Under conditions of extreme competitive turbulence the rediscovery of the strategic planning concept is hardly a surprise (Dierdonck and Caeldries, 1988). In a stable environment, firms can exploit their historical strengths. But with turbulence, the environment becomes unstable and what used to work may not anymore.

The television industry in Kenya started with the launch of the Voice of Kenya (later Kenya Broadcasting Corporation) in 1963. The broadcasting reach of this station is nationwide. The broadcast languages used are English and Kiswahili. Most of the programs aired are local and a few imported ones, which are sponsored by local companies.

With liberalization of industries in Kenya, the television industry was not left behind. Baraza limited launched Kenya Television Network in February 1990. This Station is based in Nairobi and Mombasa. The services offered include a wide mix of entertainment programs for the whole family.

Five years later, the first PAY-TV company, MultiChoice, launched the first and only Pay-TV services. This South African based company worked in collaboration with Kenya Broadcasting Corporation. The main transmission is through the Kenya Broadcasting Corporation site in Limuru. However, all programming is done in South Africa. The company also offers digital services through satellite. This has resulted to the revolutionary satellite broadcasting in Kenya.

With this, the market especially in Nairobi had a choice of different stations but the broadcasting to the rest of Kenya, was mostly covered by Kenya Broadcasting Corporation. A year later several other players entered the market. In September 1996 StellaVision (STV) was launched. This was later renamed TV Africa. The firm transmits to most of the major towns in Kenya.

In May 1999 Family TV was launched. It was the first station to broadcast programs with a Christian content only. Three months later, Citizen TV was launched and in December of the same year, Nation TV was started. In reaction to the new developments in the market, less than one year later, Kenya Broadcasting Corporation launched a sister company. It was in September 2000, when Metro TV was launched. The services in this Station were mainly aimed at the Nairobi market.

Most of the new players in the market have a transmission reach of between 40 to 60 Kilometers in radius from Nairobi. The others are situated in the major towns. To date, the national broadcaster - Kenya Broadcasting Corporation broadcasts to a major part of the Kenya. With an exception of the Pay-TV company - MultiChoice, which relies on satellite technology that, makes it possible to broadcast to any part of Kenya.

In the past, the industry had one player. With liberalization, new players entered the market and the structure of the whole industry changed. Competition has intensified. Every organization has to justify its continuous existence in the society (Pearce and Robinson, 1997). The structure that existed previously in the industry changed. It would thus be interesting to find out how the companies are operating to stay alive in the now competitive industry. Their strategic plans would help them to stay ahead of the competition. The top management must now focus on the survival and the future of their firms. The organizations have to increase their use of strategic plans, as the operational environment becomes more complex. Strategic planning would help the firms to communicate intended strategy (Johnson and Scholes, 1999).

Television companies like all other firms do not exist in isolation. They are dependent on the environment. In order for them to survive, they depend on the environment (Porter, 1985, Ansoff & McDonnel, 1990, Pearce and Robinson, 1997, Johnson and Scholes, 1999). Firms have to constantly adjust to the changing environment. In dynamic situations, managers need to consider the environment of the future and not just the past. Organizations in complex situations face an environment difficult to comprehend. These firms have to have strategic plans in place to ensure survival (Johnson and Scholes, 1999).

It is evident that for a firm to respond to a turbulent environment and ensure continued survival as well as profitability in the long run, firms have to plan strategically. This study aims at investigating these strategic planning practices within the television companies in Kenya.

The television industry in Kenya has for a long time had a single organization in existence. However, from the early 1990s, the scene of the industry changed. The launching of the first private television company, – The Kenya Television Network, in February 1990 caused a stir in the environment of the industry. Within a period of ten years, six other companies were launched. Most of the companies started broadcasting to Nairobi initially, but with time, the broadcast radius increased. Now more than half of the existing companies, broadcast outside Nairobi to most major towns. However the Kenya Broadcasting Corporation still has a nationwide reach. Apart from MultiChoice (K) LTD, which, uses satellite technology hence a nationwide reach, the other television companies, are restricted around major towns like Mombasa, Nyeri, Eldoret, Nakuru and Kisumu.

With the increase in the number of organizations in the industry with the same services, competition was introduced and it was important for firms to have strategic plans in place to ensure continued existence amidst intensified competition. The level of turbulence in the environment increased and traditional sources strategic plans became outdated. Firms therefore, have to change and adapt to the changing environment.

Several studies have been done on strategic planning in other industries. However, in relation to the television industry in Kenya, very little is known. The conclusion in all these studies stated that the different strategic practices applied by firms gave these firms a competitive advantage and enabled them to respond to the environmental turbulence.

It is only this year (2001) that the Communication Commission of Kenya has realized that the television industry needs to be regulated. On 21st

May 2001, a new broadcasting division was established at the Communication Commission of Kenya. It was charged with the responsibility of regulating broadcasting content of the different companies.

Kihanda (1996) recommended that other studies be done looking at other industries in the Kenyan economy other than the oil industry. It is in view of this, that this study becomes relevant. The liberalization of this industry has introduced competition. Therefore, it would be important to establish how these companies have put strategic plans into place in order to survive and thrive. This is especially so for the Kenya Broadcasting Corporation that had been in existence for twenty-seven years before the introduction of competition. Competition is therefore a relatively new aspect in the television industry. What strategic plans do these companies have? This research will therefore attempt to answer this question.

1.2 STATEMENT OF THE PROBLEM

Management literature states that after the discovery of strategy in the 1950s (Drucker), there was a period of decline in 1960s (Ansoff). After the decline, strategy became again, a fashionable word. To date, managers are trying to realign the strategy of their companies to ensure survival. Under extreme environmental turbulence for example, global competition, technological evolution, and new societal rules, the rediscovery of strategy is hardly a surprise (Caeldries and Dierdonck, 1988).

It is for this reason of and the absence of research within the television industry in Kenya that led to this investigation. The study sets out to document strategic planning practices within the television industry in Kenya.

1.3 OBJECTIVE OF THE STUDY

The objective of the study is to establish and document strategic planning practices within television companies in Kenya.

1.4 IMPORTANCE OF THE STUDY

In some studies, a correlation of data was used to indicate causality between mass media and socio-economic development, suggesting that mass media were both an indicator and an agent of modernization in societies. Both radio and television were expected to effect a major change in information provision to people in rural areas in developing countries. So far only radio can be said to play a role in rural development, albeit a far cry from the initial expectations. Television coverage is spreading fast in rural areas of developing countries, and broadcasts focus mainly on entertainment.

The study analyzes strategic planning within the television industry as a part of this mass media in Kenya. It is therefore expected to be of benefit in different ways:

- Strategic planning is universal. All organizations need to have strategic plans in place in order to survive the turbulent environment. Any study carried out in this area will contribute to the overall development of firms' strategic planning practices
- Research will share the knowledge on the role of the Television industry in a growing economy. Before liberalization, there was only one Television Broadcaster, that is the national broadcaster. The study will therefore give these new players, together with the National broadcaster; an insight to their own strategic planning practices, formal or otherwise.
- Findings will help understand the reaction of existing companies to new competition in a liberalized economy.
- The study will inform the management of different firms how different strategic plans can be used positively to gain competitive advantage and strengthen competitive position.
- The study will provide information to the decision-makers in the Television industry on the effects of the strategic planning method

that they have adopted. It will give them a better understanding of the environment.

- To the scholars of strategic management, this study will add value to the work done in the field of strategic management in Kenya.
- To the community at large, the study will give an insight to the strategic planning existent within the Television industry.

1.5 DEFINATIONS

Strategic Management

Process of formulation, implementation and evaluation of strategy. It is the ongoing process of ensuring a competitively superior fit between the organization and its environment.

Strategic Planning

This is the formulation stage of strategic management hence strategic management encompasses strategic planning.

Planning

This is the process of identifying priorities in the production and distribution of economic resources. It can either be short term or long term. Plans may be formal (written) or informal (unwritten).

Strategy

It is the 'game plan' of an organization. It is the process of deciding a future course of a business. When an organization tries to realign itself with the environment, it achieves a fit. This is what strategy is.

1.6 SCOPE OF THE STUDY

Strategic management has analytical and behavioral aspects. This study focuses on the analytical aspects only. The following analytical dimensions will be studied.

a. Planning time horizon

b. Formulating company objectives

c. Revision of strategic plan

Therefore the broad areas selected for empirical investigation were those environmental and organizational characteristics which influence the extent and nature of the planning process.

1.7 OUTLINE OF THE STUDY

Chapter one

This contains the introduction, which gives an overview of the study. There is an introduction of the industry, statement of the problem, the objectives and importance of the study and the definitions.

Chapter two: Literature review.

In this Chapter, there is review of important literature that has been written. Further to what has been written globally on strategic management practices, is the research that has been done so far as strategic management is concerned in Kenya. This chapter further includes the approaches used by television companies in Kenya with a focus in strategy formulation.

Chapter Three: Research Methodology

This chapter outlines the research findings, gives information on data specification, data collection, the population of the study.

Chapter Four: Data Analysis and Findings

This chapter covers data analysis, research findings, and discussion of the results.

Chapter Five: Summary and Conclusions

This chapter presents a summary of the research findings, the conclusions of the study, and its contribution. It also looks into the limitations of the study and suggests areas for further research.

References and Appendices

This section contains references and relevant appendices.

CHAPTER TWO

LITERATURE REVIEW

2.1 ENVIRONMENTAL DEPENDENCE

Managers face difficulties in trying to understand the environment. It is difficult to in the sense that the diversity in the environment influences strategic planning. Identifying very many environmental influences may be possible, but may not be much use because no overall picture emerges of really important influences on the organization (Johnson and Scholes, 1999). Different external elements affect different strategies at different times and with varying strengths. The firm has to therefore change and adapt to these changes.

Assessing the potential impact of the changes in the environment offers a real advantage. It enables managers to narrow the range of the available options and to eliminate options that are clearly inconsistent with the forecast opportunities. Environmental assessment seldom identifies the best strategy, but generally leads to the elimination of all but the promising options (Pearce and Robinson, 1997). Despite the uncertainty and dynamic nature of the business environment, an assessment process that narrows, even if it does not precisely define, future expectations is of substantial value to managers. The firm has to therefore consider the external environment and the changes therein, so as to ensure continued survival and long term profitability.

2.2 THE CONCEPT OF STRATEGY

Strategy is a multi dimensional concept and various authors have defined strategy in different ways. Strategy is the match between an organization's resources and skills and the environmental opportunities and risks it faces and the purposes it wishes to accomplish (Schendel & Hofer, 1979). It is meant to provide guidance and direction for the activities of the organization. Since strategic decisions influence the way organizations respond to their environment, it is very important for a firm to make strategic plans. Schendel & Hofer (1979) define strategy in terms of it function to the environment. The purpose of strategy is to provide directional cues to the organization that permit it to achieve its objectives while responding to the opportunities and threats in the environment (Schendel & Hofer, 1979).

Ansoff (1965) views strategy in terms of market and product choices. According to his view, strategy is the "common thread" among an organization's activities and the market. Johnson & Scholes (1984) define strategy as the direction and scope of an organization that ideally matches the results of it's changing environment and in particular its markets and customers so as to meet stakeholder expectation. According to Juach and Glueck (1984), strategy is a unified and integrated plan that relates the strategic advantages of the firm to the challenges of the environment and that is designed to ensure that the basic objectives of the enterprise are achieved through proper execution by the organization.

Mintzberg & Quinn (1991) have perceived strategy as a pattern or a plan that integrates organization's major goals, policies and action into a cohesive whole. Porter (1996) has defined strategy as a creation of a unique and vulnerable position of tradeoffs in competing, involving a set of activities that neatly fit together, that are simply consistent, reinforce each other and ensure optimization of effort.

Pearce and Robinson (1977) defines strategy as the company's "game plan" which results in future oriented plans interacting with the competitive environment to achieve the company's objectives. This definition of strategy is important in this study as it reflects competitiveness in the environment and the game plan aspects which organizations put into place to be able to compete effectively. Thompson et al (1993) states that managers develop strategies to guide how an organization conducts its business and how it will achieve its objectives.

The major tasks of managers is to assure success (and therefore) survival of the companies they manage. Strategy is useful in helping mangers tackle the potential problems that face their companies (Aosa, 1998). Strategy is a tool that offers significant help for coping with turbulence confronted by firms. It is therefore very important for managers to pay serious attention to strategy as a managerial tool. If the concept of strategy is to be of value, correct strategies have to be formulated and implemented, a process known as strategic management.

2.3 STRATEGIC MANAGEMENT

The nature of strategic management is different from other aspects of management. It is not enough to say that it is the management of the process of strategic decision making. Strategic management is concerned with complexity arising out of ambiguous and non-routine situations with organization-wide implications (Johnson and Scholes, 1999). Strategic management includes strategic analysis. This is where the strategist seeks to understand the strategic position of the organization. Strategic choice has to do with the formulation of possible courses of action, their evaluation and the choice between them. Lastly, strategy implementation which, is concerned with both planning how the choice of the strategy can be put into effect, and managing the changes required (Johnson and Scholes, 1999).

Strategic management includes all activities that lead to the definition of the organization's objectives and to the development of programs, actions and strategies to accomplish these set objectives. It provides basic direction and framework within which all organizational activities take place. Pearce and Robinson (1997) look at strategic management as the formulation, implementation, control and evaluation of business strategies to achieve future objectives. Strategic management issues require top management decisions. This is because they require a large amount of the firms' resources and often affect the firms' long-term prosperity. They are future oriented and have a multi-functional or multi-business consequence. They require considering the firms' external environment (Pearce and Robinson, 1997).

2.4 STRATEGIC MANAGEMENT AS A PROCESS

The strategic management process is a flow of information through interrelated stages of analysis toward the achievement of aim. Strategic management is a process that affects the whole organization. It outlines the way in which objectives are determined and strategic decisions are made (Juach and Glueck, 1984). This process affects everybody in the organization. A change in one component results in changes in all other components (Pearce and Robinson, 1997). Although the elements of the model rarely change, the relative emphasis that each element receives will vary with the decision-makers who use the model and the environments of their companies.

Teece (1984) has defined strategy as an on going process that ensures a competitively superior fit between the organization and its environment. The relationship between an organization and its environment is crucial for its survival and (Ansoff and McDonnell 1990) acknowledge that organizations are always dependent on the environment for their survival.

The strategic management process may be depicted as a series of steps. Typical steps include:

1. Company mission
2. Company objectives
3. Internal analysis
4. External environmental scanning
5. Industry analysis
6. Competitor analysis
7. Strategy selection
8. Strategy implementation
9. Strategic control and continuos evaluation

Viewing strategic management as a process results in the sequence of strategy formulation and implementation. The process begins with development or reevaluation of the company mission. Followed by development of a company profile and assessment of the external environment. This is followed by strategic choice, definition of long term objectives, design of grand strategy, definition of short-term objectives, design of operating strategies, institutionalization of the strategy and review and evaluation (Pearce and Robinson, 1997). Though the above model may portray formality in strategic management, a number of factors determine how much formality is needed. These factors are the management style, complexity of the environment and the size of the organization (Pearce and Robinson, 1997).

This study will be limited to aspects of strategic planning. This is the strategic phase in which staying close to the customer, achieving competitive advantage and pursuing excellence becomes realities. This study shall therefore look at strategic planning practices through the following aspects:

- Organization vision and mission
- Objectives and objective setting
- Formality in planning
- Participation in planning
- Planning time horizon

- Core values
- Written strategic plans
- Environment scanning
- Revision of strategic plans

2.5 VALUE OF STRATEGIC MANAGEMENT.

Managers have been faced with the need to adapt increasingly complex organizations to rapidly changing environments. Strategic management helps organizations cope with the turbulence in the environment. It is too important for any organization to ignore.

Porter (1980) summarized the value of strategic management as follows, firstly an organization's strategy provides the central purpose and direction (vision, mission and objective) to the activities of the organization, to the people who work in it, and often to the world outside (framework of the organization's actions). This provides a perspective for various diverse activities over time. The company is able to perform current activities while at the same time viewing them in terms of their long-term implications.

Secondly, strategic management enables organizations to adapt under conditions of externally imposed stress or crisis because of the changing environment. Organizations can and do often create their environment, besides reacting to it by focussing on strategic issues.

The third value according to Porter (1980) is that strategic management helps companies develop sustainable competitive advantage. In developing strategy, organizations carry out an analysis of their external and internal environment and see where they can perform their competitors and vise versa. This enables the company to outperform competition. The goal is to help secure a competitive advantage over rivals.

Fourth, that strategic management is important for the management of the organizations boundaries interface. This sustains the legitimacy of the organization and enhances the quality of its relationship with the outside environment (effective/futuristic orientation).

Lastly, strategic management helps organizations to be more focussed in their efforts, effective in resource allocation and key success factors. It helps to cultivate a culture of forward thinking and therefore creating a culture of learning organizations.

2.6 APPROACHES TO STRATEGIC MANAGEMENT.

Approaches to strategic management can be classified into two groups. These are analytical and behavioral. These approaches are based on their view of dominant variables in strategy development. The analytical approach emphasizes the importance of analysis in strategy development. This approach focuses on techniques like portfolio planning, forecasting, competitor analysis and environment scanning. With the rational analytical view to strategy formulation, strategy is seen as a formal, deliberate, disciplined and rational process (Ansoff, 1984).

The behavioral approach lays its emphasis on the behavior of the people in the organization. This process states that strategy is influenced by the power relationships and behavioral factors in a firm (Mintzberg, 1987). The emphasis is on multiple goals of the organization as well as the political aspects of strategic decisions and the importance of bargaining and negotiation and the role of coalitions in the strategy making process. Mintzberg points out tat not all intended strategies are realized and not all realized strategies are intended. Realized strategy is often *emergent* in nature. It is based on responses to emerging opportunities and threats (Mintzberg, 1987). They are a result of deliberate decisions to focus resources in order to pursue a new direction whilst modifying and some aspects of earlier strategic intent.

Deliberate strategy is as a result of the actions of people, working in ignorance of the strategy or of how they contribute to its implementation. It is as a result of the actions of people throughout the organization rather than the intentions of a few at the top. It modifies the outcomes of earlier strategic intent without 'knowing, deliberate actions'. It rarely becomes formalized as strategy.

2.7 STRATEGIC MANAGEMENT IN KENYA

There are various studies done in the field of strategic management in Kenya. There are fundamental changes that have taken place in the Kenyan economic scene over the last few years. The most notable is the liberalization which has established a free market and increased competition in the economic scene in Kenya. The business scene in Kenya has therefore changed in the last decade. This means that what was working for firms before may have become obsolete and there is need to rethink their strategies.

Some of the studies done in the field of Strategic Management include that done by Aosa (1992). He carried out a study on strategy practices among large manufacturing companies in Kenya. The results of the study established that foreign companies differ significantly from Kenyan companies in Kenya. The foreign companies were fund to be more formal. This was attributed to the influence of their parent companies, access to managerial resources, formal organizational structures and professional managerial approaches. Karemu (1993) looked at strategic management aspects in the large-scale retail sector. The study done, established that supermarkets practice minimum budgetary forms of strategic management. Planning characteristics included reliance on intuition and ability to pursue long-term goals, prevalence of budgets and large informal planning activities. Shimba (1993) studied the Kenyan financial sector and established both variations and similarities between the companies with respect to strategy practices. The variations were based on size, ownership and strategic orientation. Foreign companies had a longer planning horizon than their local counterparts and therefore were inclined to develop strategic plans. Mbayah (2000) looked at strategic practices amongst the Internet Service Providers. These studies done in Kenya focused on strategy practices in the different industries that they focussed on. As a result they made contributions in the area of strategy implementation in different industries. This study will focus on strategic planning within television companies in Kenya. This part of the industry had not been studied as far as strategic management is concerned.

2.8 THE TELEVISION INDUSTRY IN KENYA

The role played by the Television industry in Kenya is a very important one. The television is used for recreation and pass time as well as an important news source. Through the television, there is a wide variety of entertainment and source of information for the whole family. It is because of this, that companies place advertisements on television through the firms in the industry and use it to boost their sales. It is therefore used as an advertising tool. Companies have since realized the importance of placing their advertisements in the different television stations to reach their target market.

With the entry of new players in the market, hence the introduction of competition, Kenya Broadcasting Corporation has had to rethink their ways of doing things. This national broadcaster – Kenya Broadcasting Corporation had enjoyed a monopoly for a long time did not see the need to come up with new ways of doing things. As a result, they remained the same for a long time. However, there are notable changes in how fast a station changes in response to the competition. It is important to study their strategy planning practices to see how each company has reacted to the changes in the environment. In order to succeed, companies have to continuously adjust to the changing environment. Failure to do this will cause a big problem to the company's strategy. Therefore, companies have to have strategic plans in place.

Having looked at the literature review for this study and establishing a base for the research, we will look at the research methodology to explain how the research was conducted.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 INTRODUCTION

This chapter outlines the various steps that were necessary in executing the study, thereby satisfying the objectives.

3.2 RESEARCH OBJECTIVE

To document strategic planning practices within the television industry in Kenya.

3.3 POPULATION OF THE STUDY

This was a census study aimed at documenting aspects of strategic planning within the television industry. The population of the study comprised of all the television companies registered in Kenya and licensed by the Communication Commission of Kenya.

This Includes:

- The Kenya Broadcasting Cooperation
- The Kenya Television Network
- TV Africa (STV)
- Nation Media
- MultiChoice (K) Ltd.

3.4 DATA COLLECTION

Sources of Data

There are two sources of data – secondary sources and primary sources. Secondary data refer to those already gathered and available data. Primary data refers to data obtained from individuals. For purposes of this study, primary data was obtained through the use of a structured questionnaire (see Appendix A). Personal interviews were conducted between the researcher and the respondent who is a senior manager in each company.

Data collection Instrument.

The study mainly relied on data collected through a questionnaire that is structured to meet the objectives of the study. The questions were both open and closed The questionnaire was administered by the researcher.

Data collection method

According to Nachmias, (1996), there are three methods of gathering data with surveys. These are the mail questionnaires, personal interviews and telephone interviews. Mail questionnaires are very impersonal and poor in handling data. It also requires very simple questions that the respondent will understand. Sekaran (1992). There may also be a possibility of a low response rate. Given the size of the population, the Personal interview was the most appropriate. The questionnaire was used for guiding the researcher can add more questions if there is need for clarification. Thus the Focused interview was used where the questions were identical for all respondents but the respondents were given liberty in expressing their definition of a situation presented to them. (Nachmias, 1996) This ensured that detailed information was obtained from the respondents.

Interview Process

An appointment was set up at an appropriate time in which the interview was carried out. The respondents were asked the questions on the questionnaire. The interviewee would further explain if need be.

3.5 DATA ANALYSIS

Before processing the data, the questionnaires were edited for completeness and consistency. This ensured the questionnaire was completed as required. (Nachmias, 1996) The data was then cross-tabulated. The cross tables will include aspects like the planning horizons of the different companies, the technique and concepts used in formulating a strategic plan, and the number of firms making a strategic plan in the different functional areas.

Through these descriptive statistics, the research captured the following aspects of strategic management:

a) the presence or absence of a mission statement

b) planning time horizons

c) existence of strategic plans and participants in the formulation of the plans

d) collection and use of competitor information

e) frequency of the review of strategic goals.

The descriptive statistics was used to classify the data and derive meaning from it.

3.6 Limitation of the research methodology

Descriptive statistics was used in the research. Therefore, there are several aspects from the response of the participants that was generalized to an extent. The words used to generalize like 'most' does not give an indication of how many participants in a particular response. Therefore some generalization was used to a certain extent.

CHAPTER FOUR.

RESEARCH FINDINGS AND DISCUSSIONS

4.1 INTRODUCTION

This chapter deals with findings and discussions of the research findings. The data will summarize the company profiles, document mission statements, presence or absence of planning horizons collection of competitor information and the age of each firm.

4.2 COMPANY PROFILES.

4.2.1 KENYA BROADCASTING CORPORATION

The interviewee was the corporation secretary who also sits on the board. He has worked with the company for twelve years. The company has been in existence since 1963. It was initially known as Voice of Kenya and the name was changed in 1989 to Kenya Broadcasting Corporation. The company ownership is predominantly local.

The company employs a total of 1300 employees. The majority of the employees are in the technical and broadcasting departments of the organization. The products the firm offers are broadcasting services on both radio and television with sale of airtime for announcements and advertising. The firm has experienced expansion of production and transmission facilities. Radio presently covers at least 95 percent of the country and television 60 percent.

However, the company has experienced difficulties in achieving their targets. Lately, there has been stiff competition with the liberalization of the industry. Another difficulty is staff turnover rate has increased over the past few years. Employees are leaving the firm so as to join the new players in the market who offer a better salary package.

The interviewee sees the firm privatized and controlled by a public company in the next ten years. By then, it will be very competitive and profitable than it is now. This may be due to the fact that privatization may bring about increased revenue.

4.2.2 THE KENYA TELEVISION NETWORK.

The interviewee was the Finance and Administration manager. The firm was established in 1990 at the wake of liberalization in the television industry. It was the first private company to be licensed. The company is owned by a group know as Baraza Limited.

The company has a total of 159 employees with a majority in sales and marketing, presentation and editorial. The products the company offers is air time. This means that the company sells slots for advertisements.

The company has experienced growth in the last few years. From broadcasting to Nairobi only, the firm expanded to Mombasa in September 2000. They have also expanded to central province and the Nairobi environs this year (2001).

With the liberalization of Telkom Kenya in three years time, the company sees that this will improve telecommunication and therefore bring satellite costs down. This will make transmission cheaper hence expansion will be easier.

The proposed broadcasting bill is expected to streamline the policy that governs broadcasting. This will regulate the content of broadcasting and is expected to provide for expansion of the industry.

However the firm sees the playing field as not being level. The nation broadcaster is the competition as well as the determinant of the rates that the private companies will have. The rates are pegged on what the national broadcaster has determined. These are usually very low and the costs incurred by private broadcasters are usually very high. Profit margins are hence very small.

Another hindrance to development is the reluctance by the government to free the airwaves. Private broadcasters are required to broadcast to Nairobi only until given a clearance. This makes them less profitable. Profitability increases with nationwide reach in broadcasting.

4.2.3 TV AFRICA.

This firm was established on July 1998. It was initially know as Stella Vision (STV). The interviewee was the regional operations manager. The company has a total of 30 employees.

The firm has expanded from being one broadcaster at inception to 34 broadcasters in 24 different countries across Africa. They have however experienced difficulties in their expansion programs. The high cost of quality programming and acquiring popular program acts. There is also government interference, as the rules laid down by the government have to be adhered to.

However, the firm has an Africa wide audience as well as broadcasts in French and English. This gives the firm a competitive advantage over the other players in the industry. The company sees itself in the next ten years as the largest free to air television with at least 500 million viewers across Africa. They also aspire to be the most admired and profitable television broadcaster in Africa.

4.2.4 MULTICHOICE (K) LTD.

This is the only PAY-TV company in Kenya that offers a variety of programs in different languages. The firm has its headquarters in South Africa with a strong presence across Africa and the Middle East. The firm came into the Kenyan market in 1995 as a joint venture with Kenya Broadcasting Corporation. The company ownership is predominantly foreign.

The interviewee is the firm's Sales Manager who has been with the company for four years. The firm gets revenue from subscribers to the Pay-TV services

Despite the rapid expansion, the firm has experienced problems. The most significant one is the fluctuating dollar value. In order to unify currencies across Africa, the subscription rate is charged in dollars. Also, the entry point is perceived to be expensive due to the fact that the subscribers have to buy the decoding equipment as well as pay monthly subscription.

The product offered by the firm is not for a mass market. The firm concentrates on a particular niche therefore giving the firm a competitive advantage over the other firms.

The profile of the firms was looked at in terms of personnel numbers, planning time horizon, mission statements and environmental analysis. These aspects will be looked at in detail.

4.2.5 NATION MEDIA

The interviewee in this company was the research manager. He has been with the company for two years. The electronic media section is fairly new although the company has been in existence since 1958 as a print media company. The television section of the company was started in 1999.

The firm sees itself as the best electronic media company in the next ten years. The firm seeks to promote local talent. They regularly observe the environment to see the trends. They also examine changing social structure and behavior because this will affect the viewers' patterns of behaviors. The company seeks to update their technology with time. Since technology always changes, then they seek to update their own technology with time.

The tables below show the different company profiles. Table 1 shows the age of the firms. Table 2 shows the ownership of the companies. Most of the companies are predominantly local. Table 3 shows the number of employees at each firm.

TABLE 1: AGE OF COMPANY.

Firm	Number of years in Existence
Kenya Broadcasting Corporation	38
Kenya Television Network	11
MultiChoice (K) Ltd.	6
Nation Media	3
TV Africa	3

Source: Questionnaire

TABLE 2: OWNERSHIP OF THE COMPANY

Ownership	Number of Firms
Predominantly Local	3
Predominantly Foreign	2

Source: Questionnaire

TABLE 3: NUMBER OF EMPLOYEES

Firm	Number of Employees
Kenya Broadcasting Corporation	1300
Kenya Television Network	159
MultiChoice (K) Ltd.	35
Nation Media	32
TV Africa	30

Source: Questionnaire

4.3 MISSION STATEMENTS.

Amongst the firms interviewed, three had mission statements. The rest of the firms did not have a mission statement. Some firms did not have a mission statement at all (Table 4).

TABLE 4: MISSION STATEMENTS.

Firm	**Mission Statement**
Kenya Broadcasting Corporation	To be a leader in broadcasting
TV Africa	To create a Pan African network of affiliates throughout the continent, providing world class television programming for free.
MultiChoice (K) Ltd	Constantly offering reliable, accurate and courteous service
Nation Media	No Mission Statement
Kenya Television Network	No Mission Statement

Source: Questionnaire

4.3.1 COMPANY VISION.

All the firms interviewed had developed strong vision for the future that they would have liked to realize. Majority agreed that not everyone in the firm was involved in creation of the company vision. The top management in all firms has the responsibility and creation of the

company vision. Most firms agreed that the traditional organizational values and old identities were included in the vision.
Most firms had in place, strategies that respond to the changing environment. This is very crucial to survival of them. In all organizations, the employees were made aware of the company vision. All objectives are also made clear to all employees. However, not all firms involved their employees in objective setting. The decision on objective setting was left to only a few individuals in the firm.

4.4 PLANNING TIME HORIZON.

Table 5 shows that there exists considerable variation among firms regarding the planning time horizon. The most common planning time horizon is 2 to 3 years. The firms have found it necessary to regularly review their plans to remain competitive in the market. However there is a firm that reviewed their plans in the conventional 3 to 5 years. Due to the changes that occur in the environment, firms find it difficult to plan for long periods.

Firms changed their planning time horizons whenever they thought it was necessary. For example, expansion programs required that they constantly review their plans. There is no relationship between the planning time horizon and environmental turbulence. But in case there was any turbulence in the environment, the plans were reviewed socner than the time set out for the reviews.

TABLE 5: PLANNING HORIZON*

Planning Horizon (yrs)	Number of firms
0-1	1
1-2	1
2-3	3
3-4	1
4-5	1
5 years or more1	

*Includes multiple answers.

Source: questionnaires

4.5 FORMULATING COMPANY OBJECTIVES.

An important step in the process of strategy formulation is setting company objectives and participation of the employees in the company. All the firms were asked whether or not they had informal plans. Most of the firms interviewed had formal plans that were purposely decided and written down.

Involvement

The firms interviewed had different responses as to the involvement of departments as far as the objective setting was concerned. Half of the companies questioned, said that individual departments were not involved in objective setting. The other half agreed that departments were involved in objective setting. Amongst these companies, only a few departments were involved in objective setting. The most involved department is the marketing department. This may be due to the fact that this is the department that determined sales hence revenue of the company.

In all companies, only the senior managers from each department were involved in the setting of objectives. However, they did not confer with their department before setting these objectives that affected the whole company. Table 6 shows that a number of companies set objectives interactively with the employees in the company.

Half of the firms responded that everyone was encouraged to communicate ideas on how to improve the set objectives. The employees of the other firms were encouraged to communicate any ideas that they had on issues that affected the company. However, in all firms interviewed, it was clear to all employees where they were placed in the market.

The majority of the firms interviewed relied heavily on the directives from head office. The head office was heavily involved with the activities of the companies. There were main objectives that were carried down to the companies for execution.

In a majority of the firms the objective setting approach was interactively. Therefore whist the top management had the final say in what objectives to be set, they regularly consulted with departmental heads regarding the objectives. Therefore the approach used is interactively (Table 6).

TABLE 6: OBJECTIVE SETTING APPROACH

Objective Setting Approach	Number of Firms
Bottom-Up	
Top-Down	2
Interactively	2
Prepared by a special department	1

4.6 REVISION OF THE STRATEGIC PLAN

Out of the firms interviewed, half of them had flexible plans that changed frequently. All the firms did not have an established formal procedure to undertake revision of the strategic plan. Normally, one would expect the environment of the firm to determine revision of strategic plans. However this was not the case, as the firm that had been in existence the longest, did not revise their strategies frequently

Of all the firms interviewed, most of them were open about their strategies and plans to their employees. Only one firm was not open about their plans and strategies both to their employees and other stakeholders.

TABLE 7: PERSONNEL INVOLVED IN MAKING OF STRATEGIC PLANS*

Personnel	Number of Firms
Board of Directors	1
Executive Committee	3
The Chief Executive Officer	1
Functional Departments	2
Strategic Planning department	
Top Management	3
Middle/Lower management	1
External Advisors	

*Figures include multiple entries

Source: Questionnaire

4.7 ENVIRONMENT SCANNING.

Out of all the firms interviewed, only one did not regularly examine the economic, political and market trends which affected their businesses. The same firm did not react proactively to the trends in the environment.

This is the firm that had been in existence for a long time. The reason why environmental scanning may be a new concept to the firm, is due to the fact that they existent in a monopoly for a long time.

The same firm did not consider competitor analysis. The goals of the competitor were not important. However most of the other firms, strongly agreed that the consideration of the goals of their competitors were very important to their existence. The firms used research companies to know their competitors' actions. This company collects data on the different companies and makes it available on request at a fee.

All the firms interviewed agreed that they were aware of the competitor's strengths and marketing practices. This was because it is easy to establish the percentage of the advertiser, hence revenue of a particular firm simply by observation.

All the firms agreed that they had strategies that responded to the changes in the environment. This would help them respond to the changes that affected their growth. The firms interviewed did not particularly use any tools to scan the environment. However, they collected information on their competitors from the environment. For example investments, market share and popularity of both presenters and programs. They considered this information important in their analysis of the trends in the environment.

4.8 BUDGET SET ASIDE FOR PLANNING

As Table 8 shows, most firms set aside a very small percentage of the budget for planning purposes. The reason this may be so is because the firms in this industry still do not put a lot of importance on objective setting. The industry is perceived not to be very turbulent. Therefore there is less stress on setting strategic plans to aid the firm in survival.

TABLE 8: PERCENTAGE OF THE BUDGET SET ASIDE FOR PLANNING

Percentage	Number of Firms
0 –10	4
11 – 20	
30 – 40	1
50 and above	

Source: Questionnaire

4.9 PLANS PER FUNCTIONAL AREA

The table below shows that plans carried out are either organizational, production or finance. These are the areas are seen as the most important in the survival of the firm. This may be the reason why these functional areas are considered important.

TABLE 9: PLANS IN FUNCTIONAL AREAS*

Functional Area	Number of Firms
Production	2
Finance	3
Marketing	3
Purchasing	1
Personnel	1
Organizational	3

Figures include multiple entries.

Source: questionnaire

CONCLUSION

This chapter on the data analysis establishes that the firms develop strategic plans that are formulated by the top management. Budgets were set aside for these plans. Most of the firms had mission statements. They also had goals and values that were communicated to the employees of the firm. We shall now look at the conclusion of the study.

CHAPTER FIVE

SUMMARY AND CONCLUSIONS

5.1 SUMMARY OF FINDINGS

Television firms in Kenya have mission statements suggesting some form of strategic management practices. The industry is fairly unstable therefore goals set are often adjusted and changed. They have strategies/strategic plans mainly developed by the top management and are often written once developed. The planning time horizon is over a short period due to the changes that take place in the environment. The firms collect information on the competition as they develop their strategic plans. The firms also set aside a fraction of their budget towards strategic planning. The firms acknowledge that strategic planning is key to the survival of firms.

Most firms acknowledged that the government played an important role in their survival. Government regulations control the transmission of programs in Kenya. This government control on transmission as well as rates influences the growth and survival of the firms in the industry. The firms have to align their strategic plans according to government regulations.

Of the firms interviewed, only two did not have mission statements. The other firms had well laid out mission statements. They acknowledged that having a mission statement helped in formulating strategic plans that would eventually help in the survival of the firms.

5.2 CONCLUSION

From the study, we can see that with the passage of time, more competitors have entered the market. As this happens, competition increases, growth levels off and profitability declines. The need for strategic planning becomes increasingly evident.

A firm that values strategic planning will view it as an on-going process to ensure a competitively fit between the firm itself and a turbulent environment. The success of the company will depend on the quality of strategic plans. The road to success will be determined by the quality of management in these firms. Strategic planning is essential in accomplishing success even in the television industry that was stable over a long period of time.

The firms in the television industry in Kenya have strategic plans that are short term. The companies look for information in the environment to enable them to make strategic plans. The information they get from the environment through their customers or the action of the competition helps the top managers to devise ways of the firms' survival through strategic management. However the techniques used by these firms are rather coarse in nature. This suggests that the process of strategic management is only just beginning in the television industry. Most of the players are ten years old and less, the process of survival in the industry is still in its beginning stage.

5.3 RECOMMENDATIONS

The television industry in Kenya has become very competitive. The environment has become very unpredictable. Survival has become of utmost importance. To ensure this survival, managers in the television industry have to devise strategic plans. Strategic planning involves the formulation and implementation of strategic management. Therefore the firms in the television industry have to consider strategic planning a prerequisite.

Strategy facilitates a fit between the company and its environment. It is therefore important for these firms to develop methods of collecting information from the environment. There are firms like Steadman and Associates that specializes in collection of data. There are few companies in the television industry that will use such a firm to collect data on the competition. Market analysis is very important to these firms so they should take it seriously.

Managers in the television firms should ensure that the strategic plans incorporated are flexible and control issues are incorporated into strategic management practices. Strategic planning should involve the whole organization. Managers should include the employees when formulating their strategic plans.

5.4 LIMITATIONS OF THE STUDY

During the conduction of the research there is a limitation worth noting. The television industry is still trying to get established after liberalization. Therefore there is still a lot of suspicion and confidentiality amongst firms in the industry. Therefore, the free flow of information is hampered.

5.5 SUGGESTIONS FOR FURTHER RESEARCH

There are other areas within the same industry or in different industries that could be researched on. For example:

1. One could look at competitor and market analysis within the television industry.
2. One could also look at strategic planning practices in a different industry. Some industries have already been looked at for example the manufacturing industry, the finance industry and the Internet Service Providers amongst others. Another industry can be looked at.

3. Since the environment is very turbulent today, the studies done in previous years could be replicated to establish whether the passage of time has affected the industry.

APPENDICES

APPENDIX 1: QUESTIONNAIRE

STRATEGY PLANNING PRACTICES WITHIN TELEVISION COMPANIES IN KENYA.

This information in the questionnaire will be treated confidentially and will not be used for any other purpose other than academic. The questions have been set in relation to the objectives of the study.

SECTION A: PERSONAL DATA

Please answer the following questions.

1. What is your current job title? ______________________________
2. How long have you been employed by this company? ____________________
3. Please check the box that indicates your age bracket

   25 or below ☐

   26-30 ☐

   31-35 ☐

   Above 35 ☐

6. Gender Male ☐ Female ☐

7. How many years of experience do you have in current industry sector?

____

SECTION B: ORGANIZATION DATA

1. Name of the firm ______________________________

2. Year when the firm was established ____________________

3. Company Ownership (please tick appropriately)

Predominantly local (51% or more) ☐

Predominantly Foreign ☐

Group Ownership ☐

Individual ☐

4. Number of Employees ____________________

5. Please give a breakdown of the number of employees under the following categories.

Management ☐

Technical ☐

Customer Service ☐

Finance & Administration ☐

Broadcasting ☐

Sales and Marketing ☐

Others (please specify) ____________________

6. Please give details of the products you offer.

____

____

7. Have you experienced any expansion since the firm was established? (please tick appropriately)

Yes ☐ No ☐

8. If your response is yes, please state the ways in which the firm has expanded.

____

____

9. Have you encountered any difficulties in achieving targets? (please tick appropriately)

Yes ☐ No ☐

SECTION C: STRATEGY PLANNING PRACTICES

1. Does the firm set objectives? Yes ☐ No ☐

2. Are objectives set in the different functional areas? (please tick where appropriate)

   Production ☐

   Finance ☐

   Marketing ☐

   Purchasing ☐

   Personnel ☐

   Organizational ☐

   Others (please specify) ______________________________

3. What is the objective setting approach? (Please tick where appropriate)

   Bottom-up ☐

   Top-down ☐

   Interactively ☐

Prepared by special department ☐

Other (please specify) ______________________________

4. What is the percentage of the budget that is set aside for planning? (please tick where appropriate)

   0% - 10% ☐

   11% - 20% ☐

   30% - 40 % ☐

   50% and above ☐

5. Who is involved in strategic planning? (please tick where appropriate)

   Board of Directors ☐

   Executive Committee ☐

   The Chief Executive Officer ☐

   Functional departments (e.g. finance, marketing) ☐

   Strategic planning department ☐

   Top management ☐

   Middle/lower management ☐

   External advisors. ☐

   Others (Please specify) ______________________________

6. What is the planning horizon in years?

   0 - 1 years ☐

   1 - 2 years ☐

   2 - 3 years ☐

   3 - 4 years ☐

4 - 5 years ☐

5 years or more ☐

For each of the following questions, please tick appropriately.

Your organization has developed a strong vision of the future that it would like to realize?	T	F
All the people in the organization involved in creating this vision?	T	F
The elements of traditional organizational values and old identities are included in the vision	T	F
Your organization has a strategy that responds to the changing environment	T	F
All employees in your organization are involved in reviewing plans	T	F
Existing plans get reviewed and improved on	T	F.
Your organization makes objectives clear to all employees.	T	F
Your organization makes all employees aware of the company vision	T	F
Your organization involves everyone in objective formulation	T	F
Your organization has a written plans and objectives	T	F
our organization communicates plans and objectives to the whole organization.	T	F

MISSION STATEMENT

Does the firm have a Mission Statement? ☐ es No ☐

If your answer is yes, please state your Mission statement

____

____

How is the Mission Statement communicated across the organization?

It is written down ☐ It is verbally communicated ☐ Stressed upon in every meeting ☐

If your answer is no, please specify what reasons?

____

____

SECTION C: PLANS AND STRATEGY FORMULATION.

For each of the statements below, give your organization a score of 10. For example, if you give 10 points in response to a question, it would mean that you fully agree with the statement with respect to your organization; if on the other hand you give a score of 0 or 1, it would mean that you do not agree with the statement.

1	We regularly examine the economic, political and market trends which affect our business	
2	All members of the organization play formal planning	
3	Our organization reacts proactively to trends in the environment	
4	Our organization has informal plans.	
5	Departments and units are involved in setting goals and objectives of the whole organization.	
6	We rely heavily on directives from the head office	
7	The organizational plans and strategies are very flexible and changes frequently	
8	The Board of Directors play an important role in the strategy formulation of the organization	
9	There are internal hindrances to objective setting	
10	We are open about our intentions and strategies	
11	Everyone is encouraged to communicate ideas	
12	Business strategies include experiments and pilot projects	
13	Organization strategies consider the competitor analysis	
14	The goals of our competitors are important in the strategy formulation process	
15	We are aware of the competitor's strengths and marketing practices.	
15	People understand clearly where they are placed in the market	

SECTION D
Please give brief answers to the statements below.

1. What are the messages, opportunities and threats from the environment that will affect the future of your organization?

2. Where does the organization see itself in the next Ten Years?

3. What according to you affects the firm's competitive advantage?

4. What are the key factors that determine success in the sector?

SECTION E

Thank you very much for completing this questionnaire. Please write below any other comments you wish to include which is relevant to the subject.

THANK YOU FOR YOUR COOPERATION

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