

1
UNIVERSITY OF NAIROBI

SCHOOL OF JOURNALISM

STUDENT: MIRIAM MUKAMI CHEGE

REG NO: K50/7903/2001

**A RESEARCH PROJECT IN PARTIAL FUFILMENT OF
MASTERS OF ARTS DEGREE IN COMMUNICATION
STUDIES**



UNIVERSITY OF NAIROBI LIBRARY

RESEARCH TOPIC:

**EVALUATION OF PR MANAGEMENT AT KAMEME FM
RADIO STATION**

MAFV APREKARA COLLECTION

DECLARATION

I would hereby declare that this research Project on EVALUATION OF PR
MANAGEMENT AT KAMEMEM FM RADIO is my original work and it has not been
examined in any other University in partial fulfillment of a Masters Degree or any other


PROJECT DONE BY **MIRIAM MUKAMI CHEGE**


SIGNED 
.....

DATE 
.....

The Research Project has been supervised and approved by:

SUPERVISOR **MR. PETER ORIARE**

SIGNED 
.....

DATE 
.....

ACKNOWLEDGEMENT

I would hereby wish to commend and acknowledge all those who supported my efforts to undertake this research project. Top on this list are my parents who encouraged me to work hard and unleash my very best. I cannot forget my supervisor Mr Peter Oriare who was with me every step of the way. He worked as hard as I did to ensure that I got it all right. May God bless you.

I would like to acknowledge the efforts of all my tutors in the M A class, who taught me how to be a scholar, to learn and share knowledge.

I would also wish to thank the KAMEME FM management for cooperating and supporting me through the whole research. I hope this research will be a valuable input in your PR management.

I dedicate this research project to my one year old daughter, Bridgette who has been my source of joy and encouragement. May she grow to crave for knowledge which is actually sweeter than honey.

I also dedicate this research project to future scholars who will make references to it.

TABLE OF CONTENTS

PAGE

Declaration	2
Acknowledgement	3
Abbreviation.....	7

CHAPTER ONE

1. INTRODUCTION	8
1.1 Statement of the Problem	11
1.2 Objectives of the Study	12
1.3 Assumptions of the Study	13
1.4 Hypothesis of the Study	13
1.5 Justification of the Study	13
1.6 Definition of Key Terms	14

CHAPTER 2

2. LITERATURE REVIEW	15
2.1 Evolution of PR	15
2.2 Public Relations as management function	17
2.3 Public Relations Visa Viz Other Management Functions (Marketing and Advertising)	18
2.4 The Role of Public Relation	21
2.5 The Place of Public Relation	23
2.6 PR and Radio organizations	24

2.7	Theoretical Framework	26
2.7.1	Uses And Gratification Theory	26
2.7.2	System Theory	26
2.7.3	Organizational Theory	27
2.7.4	Strategic Management Theory	27

CHAPTER 3

3.	METHODOLOGY.....	29
3.1	Research Site	29
3.2	The Scope of the Study/limitations	29
3.3	Sampling Procedure	30
3.4	Sources of data	30
3.5	Data Collection	32

CHAPTER 4

4.	DATA ANALYSIS	32
4.1	Research Findings	32
4.2	Discussions of the Findings	42
4.3	Recommendations	43
4.4	Conclusion	47
4.5	Implications of the Study	48
5.0	Appendices	48
6.0	Research questionnaire	64
	Bibliography	72

Diagram 1

1. Management Hierarchy at KAMEME FM 29

Abbreviation

PR- Public relations

MBO- management by objectives

PRO- Public Relations Officer

CHAPTER 1

1. INTRODUCTION

Public Relations (PR) has emerged as a critical aspect of management in many an organization. According to Frank Jefkins, all organizations whether commercial or non-commercial, public or private require PR, which greatly contributes to their success (Jefkins 1980). Therefore PR should be taken seriously and practiced within a carefully planned, executed and measured PR strategy (Black 1972).

The definition of PR is somewhat nebulous with various definitions. In search of a universal definition, in 1975, PR leaders participated in a study, which analyzed 472 definitions and offered the following definition:

PR is a distinctive management function that helps establish and maintain mutual lines of communications, understanding, acceptance and cooperation between an organization and its publics; involves the management of problems or issues, helps management to stay informed in and responsible to public opinion, defines and emphasizes the responsibility of management keep abreast of and effectively utilize change, serving as early warning system to help anticipate trends and uses research and sound and ethical communication techniques as its principal tools (Seitel 1987).

The following characteristics are key in the definition of PR

- PR is planned and organized.
- It is a tangible activity with specific objectives that are measurable
- PR is a management function.
- PR helps an organization and its publics adapt mutually to each other

- PR is based on truth and honesty as well as declaration of full information
- PR should be evaluated from time to time
- PR requires resources
- PR requires constant research.

In the media industry today, nothing stands still for long. The credibility of media organizations is constantly being challenged and as a result PR is becoming more and more useful as well as sophisticated. PR today is not mere product publicity, lavish trips or gifts to the media. It conceives themes and programs, advises management on thorny issues, deals constructively with a wide variety of oft-conflicting publics, writes capably and imaginatively, surveys attitudes, promotes good community, employer relations, plans for mergers, creates radio and television programs ... meets with analysts, brokers and managers collaborates in marketing and advertising campaigns and so on and on (Seitel 1987).

Many media organizations the world over have begun to recognize PR as an important management function. This recognition has led such organizations to set up PR departments or employ the services of PR consultancy firms. PR then adds value to the organization as it enables the organization to balance the self-interest of the organization with the interests of the people who are affected by its decisions or its publics at large (Grunig 2001).

Mrs Fatuma Hirsi Mohamed, the chairperson, Public Relations Society of Kenya acknowledges that more organizations are using public relations as a tool for successful management. In recent years, even academic qualifications in PR have also gained impetus.

This recognition has not only led to emergence of PR professionals but also the development of a comprehensive theory that puts PR at par with recognized professions such as law or medicine

Research indicates that there is a relationship between PR and increased sales, organizational credibility, customer relations, penetrating new markets as well as attracting investors. (Susan MaGee: How to establish a PR campaign 2000).

In the United States, it has been proved beyond doubt that good PR pays in business. If planned strategically and executed well, PR can add value to the company by helping it better employ people, provide a return to share holders and deliver product/service value to the customers (Black 1972:p5).

Radio organizations in Kenya and world over are not only business ventures out to make profits but also have a social responsibility of informing, educating and entertaining their publics. PR has a direct role in the success of radio organizations

Since liberalization of the media industry in the late 1990s, Kenya enjoys a vibrant and very competitive media industry with over ten radio stations

Among these radio stations is KAMEME FM, a community radio station which targets Kikuyu-speaking communities aged twenty-five and above. The station was launched in Nairobi and the greater Nairobi region in 2000 and this year it started broadcasting to Nyeri and its environs.

According to research done by Steadman Research Services Limited, KAMEME FM elicited a lot of excitement and became one of the most listened to FM station in Nairobi when it was launched in the year 2000 and consequently attracted many advertisers. With time both its listenership and the advertisers share started going down as competition in

the radio industry stiffened.

1.1 Statement of the Problem

KAMEME FM Radio was launched in 2000 and its initial reach included Nairobi and its environs (The Greater Nairobi region). Today this reach has expanded to include Central, parts of Eastern and Rift Valley provinces.

As the first community radio station, the former government attacked it terming it as tribal and threatened to close it down. However the station continued to broadcast and to receive a lot of goodwill from its listeners.

Today KAMEME FM faces several PR challenges, which need critical attention if the station is to survive in the industry as well as make profits. Such PR challenges include

- Enhancing its reputation as a community radio station and not a tribal one
- Maintaining its credibility to both the listeners and its advertisers
- Building and maintaining mutual relationships with all its publics
- Protecting its identity in the industry as a Kikuyu community radio station in the competitive media industry
- Improving employee communication
- And generally PR management

To promote and protect its niche in the competitive media industry, KAMEME FM, initiated many PR activities such as sponsorships, in sports, theatre, beauty pageants, musical awards as well as cultural events such as MUUGITHI nights to name just but a few

As an employee of KAMEME FM, I felt that these PR strategies have been sporadic and haphazardly organized

There was need to undertake an exploratory research to find out specifically how PR is managed at KAMEME FM.

This study therefore intended to answer the following questions

- What is the role of PR at KAMEME FM?
- What is the place of PR at KAMEME FM?
- How are PR issues managed at KAMEME FM?
- Which PR techniques/strategies are used at KAMEME FM?

The findings of this research would provide research-based information on how KAMEME FM can maximize PR potential for the success of the company. It should therefore provide valuable insights in the area of PR management.

1.2. Objectives of the Study

The broad objective of this study was to evaluate PR management at KAMEME FM radio station.

Specifically this study intended to investigate the following objectives:

- To establish whether PR is recognized as a management function or not.
- To establish whether PR is correctly positioned or not
- To establish whether PR issues are properly managed or not
- To identify PR strategies used at KAMEME FM and whether they are appropriate or not

Since this was an evaluation study, the above objectives were studied in the context of critical management tenets of whether PR is:

- Planned activity or not?

- Coordinated or not?
- Properly implemented or not?
- Monitored or not?
- Evaluated or not?
- Well staffed or not?
- Well budgeted or not?

1.3. Hypothesis of the Study

The hypothesis of this study was that PR is not properly managed at KAMEME FM because it is not recognized as a strategic management function

1.4. Assumptions of the Study

This study assumed:

- Managers at KAMEME FM were aware of PR issues and will be able to provide necessary information.
- That PR function is critical in the success of an FM radio station
- That all respondents would cooperate in the research

1.5. Justification of the Study

Every organization has a mission it strives to fulfill. Towards this end, the organization comes up with goals and objectives as well as tactics and strategies of achieving the mission. This forms the core of management, which involves planning, coordinating, directing, budgeting, monitoring and evaluating to ensure that an organization achieves exactly what it aims at achieving in a cost effective way. All resources, financial, physical and human as well as time are directed towards this course. If PR were a

recognized management function, there would be strategic plans for all PR activities. Towards this end, KAMEME would ensure that resources and effort are utilized to ensure that PR objectives are set and realized. There is a lot of competition in the media industry as media outlets jostle to earn the confidence of the public as well as make more profits or even survive in the industry. Good management, of which PR management is part, in an FM station is of utmost importance. Just like management has to be strategic for an organization to succeed so must PR management.

Since time and effort is utilized in PR activities at KAMEME FM, it was critical to evaluate how PR function is managed in terms of planning, coordinating, directing, budgeting, monitoring and evaluation.

Most literature and research discuss media organizations as PR outlets for other organizations however; in my reading, I have not come across any literature that discusses PR in relation to media organization. This study therefore paved way for in-depth research in PR management in media organizations.

1.6. Operational Definitions of Key Terms

System: Is a set of interacting units that endure through time within an established boundary by responding and adjusting to change and pressures from the environment to achieve and maintain stated goals.

Goals: Summative statements that spell out the overall outcome of organizations activities.

Objectives: Represent the specific knowledge, opinion and behavioral outcomes to be achieved for each activity.

Strategy: Represents the overall game plan to achieve organizational goals.

Tactics: Decisions and actions taken to realize specific ends

PR strategy: The overall PR game plan used by an organization to achieve certain PR objectives.

Public: The environment or community that is key to the success of an organization. They include the audience, the investors, government, suppliers and employees among others.

Public opinion is the sum of individual opinions on an issue affecting the public.

Publicity- Information in the media about something.

Stakeholders: broad categories of people who might be affected by management decisions or affect those decisions. They could be community residents or employees.

FM radio station: A contemporary radio station which uses latest technology and whose important mission is to entertain among other functions.

Issues management: The proactive process of anticipating, identifying, evaluating and responding to public policy issues that affect organizations relationships with their publics.

Investor relations: Building and maintaining mutually beneficial relationships with the shareholders and other financial community to maximize market value.

CHAPTER 2

2 LITERATURE REVIEW

2.1 Evolution of PR

PR is a management process, which emanates from clear strategies, bottom-line objectives that flow into specific tactics, each with its own discrete budget, timetable and

allocation of resources (Seitel 1980).

PR is also defined as the establishment of two-way communication to resolve conflicts of interests by seeking common ground or areas of mutual interests and establishment of understanding based on truth knowledge and full information (Black 1972).

British institute of PR, think of PR as the planned and sustained effort to establish and maintain good will and mutual understanding between an organization and its publics (Jefkins 1980).

According to Jefkins, PR consists of all forms of planned communication outwards and inwards between an organization and its publics for the purpose of achieving specific objectives concerning mutual understanding (Jefkins 1980).

Cutlip in Bittner 1977 traces PR back to the ancient Greeks who are said to have conceived the idea of Public Goodwill and the Romans who used the expression that the voice of the people is the voice of God. In 1800 Iraqis hammered out their messages on stone tablets so that farmers could learn the latest techniques of harvesting, sowing and irrigation. In Greece the best speakers were elected to leadership positions. The Romans during the reign of Julius Caesar would rally public support through assorted publications and stage events when faced with upcoming battles. The Catholic Church in 1650 under the leadership of Pope Gregory XV established a college of propaganda to help propagate the faith in those days. This was aimed at promoting Catholicism. During the First World War the Creel committee was formed to channel patriotic sentiments of Americans in support of the US role in the war (Bittner 1977, Seitel 1987 and 1980)

Some pioneers of PR profession include Ivy Ledbetter Lee who became famous as a publicity agent where he wrote the infamous Declaration of Principles, which moved PR

practitioner beyond the role of publicity artist to provider of factual information. Other pioneers include Edward L. Bernays who wrote about PR and taught the subject at the New York University.

As a profession PR has been shaped by pervasive trends such as the growth of big institutions, the increasing incidents of change, conflict and confrontation as well as the heightened awareness of people as a result of sophisticated communication technology (Seitel 1987).

2.2 PR as a Management Function

In some organizations a PR practitioner plays a minor role where they rarely participate in the management decision-making processes. In other organizations, PR is given more prominence (Winners 1987).

The management of institutions, whether media or any other, need to understand the attitudes and values of their publics in order to achieve institutional goals. The external environment shapes organizational goals. The PRO acts as a counselor to management and as a mediator, helping to translate private aims into reasonable, publicly acceptable policy and action (Black 1972).

As a management function, public relations encompasses anticipating, analyzing and interpreting public opinion, attitudes, and issues that might impact, for good or ill, the operations and plans of the organization, counseling management at all levels in the organization with regard to policy decisions, courses of action, and communication, taking into account their public ramifications and the organization's social or citizenship

responsibilities, researching, conducting, and evaluating, on a continuing basis, programs of action and communication to achieve the informed public understanding necessary to the success of an organization's aims. This includes setting objectives, planning, budgeting, recruiting and training staff, developing facilities - in short, managing the resources needed to perform all of the above.

In a radio organization, the PR person is the link between the organization and the various publics such as the advertisers and the station audience. Any decisions in the organizations need to be taken or implemented after thorough consultation with the PRO to ensure that they represent the environment or publics on who the success of the radio station depends. The PRO ought to research and find out who the organizational publics are, what they want and how they want it. If this does not happen in a radio station, listenership as well as advertisement earnings can fall drastically.

However some PR scholars and researchers think that the definition of PR as a management function is rather traditional. To them PR should be more marketing – oriented in perspective where it works in close communication with marketing department (rather than separate entities) to develop programs and policies

(www.campbell.edu/faculty/martine/cadv/files/TP/TP_11.html)

2.3 PR and other Management Functions (Marketing and Advertising)

There is a fine line between Public Relations, Advertising, and Marketing. The line is blurry because all three appear to be selling something and all three overlap in some ways (Seitel 1980, Jefkins 1980, Black 1972). The goal is the same --all are designed to

influence the perceptions, actions, and/or behaviors of a group of people. The difference is that they each use a different tactic for achieving a pre-determined goal

Advertising presents the most persuasive possible selling message to the right prospects for the product or service at the lowest possible cost (Jefkins 1980) Whereas advertising function sells goods and services, PR creates an environment in which an organization can thrive. PR therefore presents messages to both internal and external audiences whereas advertising targets just potential customers. Advertising is therefore one way and could be exaggerated unlike PR, which is broader or two-way and is based on facts Advertising is easily identifiable Paid advertisements such as signs, billboards, flyers, newspaper ads, or television commercials promoting a product/service or announcing an event are intended to be seen by a large number of people. They clearly communicate who is behind the communication and who stands to gain by the promotion

Marketing as defined by the American Marketing Association is the performance of business activities that direct the flow of goods and services from the producer or seller to the consumer or the user. It involves coming up with strategies to influence customers to buy. It narrows down to the buyer and potential buyer and is more concerned with selling the product unlike PR which is more concerned with selling the whole organization and communicates to many publics. Marketing could also be non-profit for instance when a politician is selling him/herself to the voter. Marketing multiplies the selling effort, accelerates force in distribution and speeds up sales as it turns prospects into customers (Emery, Ault, and Agee 1970, Bittner 1977, Jefkins 1980).

The traditional view on this is that marketing exists to serve and satisfy customer needs at

a profit, while PR exists to produce goodwill in the company's various audiences so that the audiences do not interfere in the firm's profit-making ability

Both marketing and PR are major external functions of the firm and both share common ground in regard to product publicity and consumer relations. At the same time, however, they operate on different levels and from different perspectives and perceptions.

While marketing promotes the transfer of goods and services from the producer and provider to the consumer, PR helps an organization and its audiences adapt mutually to each other. The following distinctions are apparent:

- While marketing's immediate goal is sales, PR's immediate goal is mutual understanding or positioning of the organization with its publics
- While marketing's implicit goal is profit, PR's implicit goal is positive perceptions
- While marketing's measure of success is the number of sales or the revenue it generates, PR's measure of success is expressed public opinion or other evidence of public support (Jefkins 1980)

Since PR and marketing share similar points, it does not mean there is total cooperation between the two. Like anywhere else, there's always been some degree of tension and competition between PR and marketing people. This is especially so when it comes to questions about which discipline ought to be dominant or which contributes more to their organization's success.

Some companies and organizations use only one of these disciplines. Others use both.

The degree to which they use them, and the specific ways in which they are used, varies from organization to organization based on their purpose, size, and unique history.

The most effective form of "selling" takes advantage of public relations as well as marketing and advertising. For example, when a radio station such as KAMEME FM want to promote its events it usually advertises their products in the local dailies and television.

At KAMEME FM, Marketing is usually given priority as the station strives to make profit. The marketing department is therefore a well managed, independent department with a head whereas there is no PR department.

2.4 The Role of Public Relations

A company's reputation is paramount to its success, if not its survival. Reputation can account for a large portion of a company's market capitalization, and can be its most important long-term asset (Black 1972, Jefkins 1980).

Radio organizations and other companies today are at the mercy of public constituencies. That means there is growing recognition of the need to foster a good reputation by developing positive relationships with various publics. If publics are the groups a company relies on for success, it is dangerous to neglect them. Any major decision a Radio outlet takes must receive the support of the public if it's going to be successful.

As part of Public Relations, Radio outlets continually stage media events such as music extravaganzas, musical awards, theatre events, public lectures, -employee presentations, media conferences, community-related activities and even funds among others. All these and more are managed against the backdrop of improving relations with the various publics the organization relates with.

Crisis management is a critical aspect of PR. A major criticism of PR is that too often it is

similar to shutting the barn door after the horse has escaped Effective PR programs should help prevent problems before they occur and not afterwards An organization must be able to anticipate crisis and put up plans or crisis management programs to be implemented if and when those crises occur. This means that an organization must be proactive and not reactive (Jefkins 1990 (Cutlip, Centre and Allen 1999, Bittner 1977). Another critical role of PR is employee communication To promote positive external PR, an organization must have a sound internal PR Employees must solidly be on the management side. Research indicates that a satisfied and enthusiastic employee is an extremely effective and credible PR person. Employees want to know the direction the organization is headed, why it is heading that way and the role they have to play towards that particular direction (Cutlip, Centre and Allen 1999)

In brief the role of the PR function in a radio organization includes the following:

- Giving advice to various organizational departments such as employee relations, counseling and product information services
- Advises the management on the implications of various decisions
- Liaising with Public media as the voice if the organization
- Production of communication materials
- Studies and appraises the public opinion
- Organizes and implements special events and programs
- Issues management
- Create an environment in which the station can thrive financially

- Manages investor, media and community relations among others (Jefkins 1990 (Cutlip, Centre and Allen 1999)

For PR to survive in business, it must do more than build and maintain relationships with employee and other publics. PR must help create an environment in which owners or investors are satisfied with the returns of their invested capital. It must help the marketing function attract new customers and keep present customers satisfied with products and services. PR must contribute to achieving the profit goal of business in a competitive environment (Cutlip, Centre and Allen 1999).

2.5 The Place of Public Relations

In some organizations, PR is often allied to marketing and selling. In such organizations, PR is typically under financed with the organization spending millions of pounds on advertising and below the line commercial activity but very little on PR. However the PR man is becoming accepted as the business confidante of many CEOs and chairman boards (Winner 1987).

In Radio organizations and other media organizations, the management must recognize the contribution PR can make by broadening their conception of PR beyond communication and representation. They must accept that the contribution that PR may make is an uncomfortable one, which may threaten existing approaches but produce constructive results. This means that arrangements need to be made for PR staff to play their part in strategy development. It is important that senior managers are clear about the contribution they expect from PR (Cutlip, Centre and Allen 1999).

The current trend in many organizations is that PR is being recognized as a management function with the PR practitioner being acknowledged as part of the dominant coalition in

the management of an organization. Resources are also being allocated to the PR function according to the standards of cost control. The function is also currently being acknowledged as an independent department and not a subsidiary of another department to boost its independence (Cutlip, Centre and Allen 1999, Black 1972).

My observation at KAMEME FM is that PR has neither been recognized as a management function nor has it been given autonomy as a department or even allocated its own budget.

2.6 PR and Radio organizations/Stations in Kenya

With Liberalization, the media industry in Kenya has over ten FM radio stations. These Radio organizations are engaged in a systematic effort to develop, produce and distribute an information product. Most FM stations are out to educate, inform and entertain the public. Towards these roles they play a lot of music as well as have news items and informative talk shows and programs among others

Radio as part of media plays the watchdog role as well as interprets the public issues and events to the society. It is this role that makes the media become more visible than most businesses.

Radio stations rely on advertising for capital and the existence of many organizations in Kenya means an atmosphere of very harsh competitions. Apart from competition Radio organizations have to deal with the following:

- Rising audience fragmentation
- People intensive labour
- Technological developments
- Ownership concentration in the media

The mission of every Radio organization is to constructively serve the company's customers, employees Radio and stakeholders.

To do the above a Radio organization must do the following:

- Know and serve its market
- Produce a quality product or service
- Attract, train, challenge and promote and keep the best possible employees
- Increase profits
- Position the organization to prosper in future
- Protect the company's franchise (Strategic Contribution of PR-
mediaif.emu.edu.tr/beril/part4 ppt: 2000)

Public confidence is very critical in the radio industry. It is to the advantage of the Radio organization that the public understands the media as well as think positively of the Radio organization. The fierce competition makes credibility even more critical in the Radio outlet for survival in the industry. It's only when successful strategies are developed and implemented that an organization can maintain profitability and protect its franchise in the market. PR should assist Radio organizations to establish and maintain a mutual relationship with their audience who form part of the critical public and on whom success or failure depend. There must be a two-way relationship and communication between a Radio organization and their publics. Radio organizations therefore have to put in place PR strategies that work and work effectively.

2.7 Theoretical Framework

FM stations are business organizations that require legitimacy and public good will to survive. They therefore must entrench PR as a management function in order to make

profits and survive in the competitive industry.

2.7.1 Uses and Gratification Theory

For radio stations to survive, they must satisfy the changing needs and desires of the public. This is because they are social systems, which have both a social responsibility and business function roles to fulfill as expected by the investors. To remain relevant, radio stations must therefore meet all these needs. According to Uses and gratification theorists, audiences are active. They seek the information they anticipate will provide them with certain experiences, which are of use to them. This is based on individual structures of interests, needs, attitudes and values of audiences (Lowery and DeFleur 1983). Radio stations in Kenya must therefore strive to remain relevant to their publics. The PRO has the duty of finding out what the various organizational publics want and advise the organization on how these needs can be harmoniously met for the benefit of both the organization and the publics.

2.7.2 Systems theory

PR deals with the interdependence of organizations and others in their environment. The PRO must monitor public opinion, social change, political movements, cultural shifts, technological developments and natural environment. They then interpret these environmental factors and work with the management to develop strategic plans of organizational change and responsiveness.

Public-organizational relations form a system where the organizations continually adjust their relationships with publics and respond to the ever-changing social milieu (Cutlip, Center and Allen 1999).

2.7.3 Organizational theory

Organizational theory suggests that an organization is effective if it achieves the goals it sets for itself. Organizational theorists point out that organizations exist in an environment to which organizations establish relationships. PR theorists call them stakeholders because they have a stake in the organization. PR endeavors to establish and maintain mutual understanding between the organization and the stakeholders (Jefkins 1980). Organizations are effective when they choose and achieve goals that are important to their interest as well as the interests of the strategic publics.

In the media industry, a radio station is said to be effective if it achieves its social responsibility of educating, informing and entertaining its audiences as well as makes profits.

2.7.3 Strategic Management theory

Strategic management entails planning by objectives which need constant monitoring and evaluation. Organizations must make strategic choices that are feasible in their environment. Strategic management theorists distinguish between two kinds of environment: economic such as consumers, creditors, competitors and social environment, which entail the government, employees and communities. According to IABC study the two categories distinguish between PR and marketing in that PR deals with the social environment while marketing deals with the economic environment. Planning and decision-making will be better to the extent that decision-makers are informed with complete and current information about the environment. PR's value in the process of strategy development is that it is a source of intelligence regarding the social environment (Grunig 2001).

PR practitioners in radio organizations must think strategically as well as demonstrate

their knowledge of the organizations mission, objectives and strategies. Their role must answer the real needs of the radio station. They must be willing to measure their results. They must state clearly what they want to accomplish, systematically set out to accomplish it and measure their success. This calls for planning which should include contingency planning which entails planning for contingencies by first anticipating them (Seitel 1987)

Strategic management helps PR practitioners to identify opportunities and dangers in the environment to develop strategies for exploiting the opportunities and minimizing the dangers, to develop, implement and evaluate the strategies. Without strategic management organizations have little choice other than to live from day to day and to react to current events. Organizations plan PR programs strategically when they identify the publics that are most likely to limit or enhance their ability to pursue the mission of the organization, and then they design communication programs that help the organization manage its interdependence with these strategic publics (Black 1972 and Jefkins 1980)

In summary strategic management entails management by objectives (MBO) in that it specifies the outcomes to be achieved and establishes the criteria for selecting strategies, monitoring performance and progress and evaluating program effectiveness. (Cutlip, Centre and Allen 1999)

3. CHAPTER THREE

METHODOLOGY

The methodology chapter deals mainly with data collection procedures and methods of analysis. Specifically the chapter involves a description of the research site, the scope of

the study, sampling procedures, methods of data collection as well as methods of data analysis involved.

3.1. The Research Site

3.1.1. KAMEME FM Radio

Launched in 2000, Kameme 101.1 FM and now 92.3 FM broadcasts from its Longonot Place studios on Kijabe Street, Nairobi. It broadcasts to the greater Nairobi area as well as central and Eastern provinces. It targets the Kikuyu speaking community hence the main language of broadcasting Kikuyu language. It targets those above 25 years from all social classes. This programming entails a mixture of Kikuyu music, classic English as well as South African beat. It also has Socio-economic and political-oriented talk shows where topical issues affecting Kenyans are discussed. News bulletins and programs also spice up the station. Its reach includes Nairobi, parts of Rift Valley, Eastern and Central provinces.

3.2 The Scope of the Study/ limitations

This was an exploratory study, which was set to last for about one month, and its unit of analysis was KAMEME FM radio station. The study shall limit itself to evaluation of PR management in KAMEME FM.

The limitations of the study included the following:

- Out of fifteen questionnaires distributed only twelve were filled and returned to me.
- Some of the respondents were subjective
- Limitations of resources i.e. time and money

3.3 Sampling Procedure

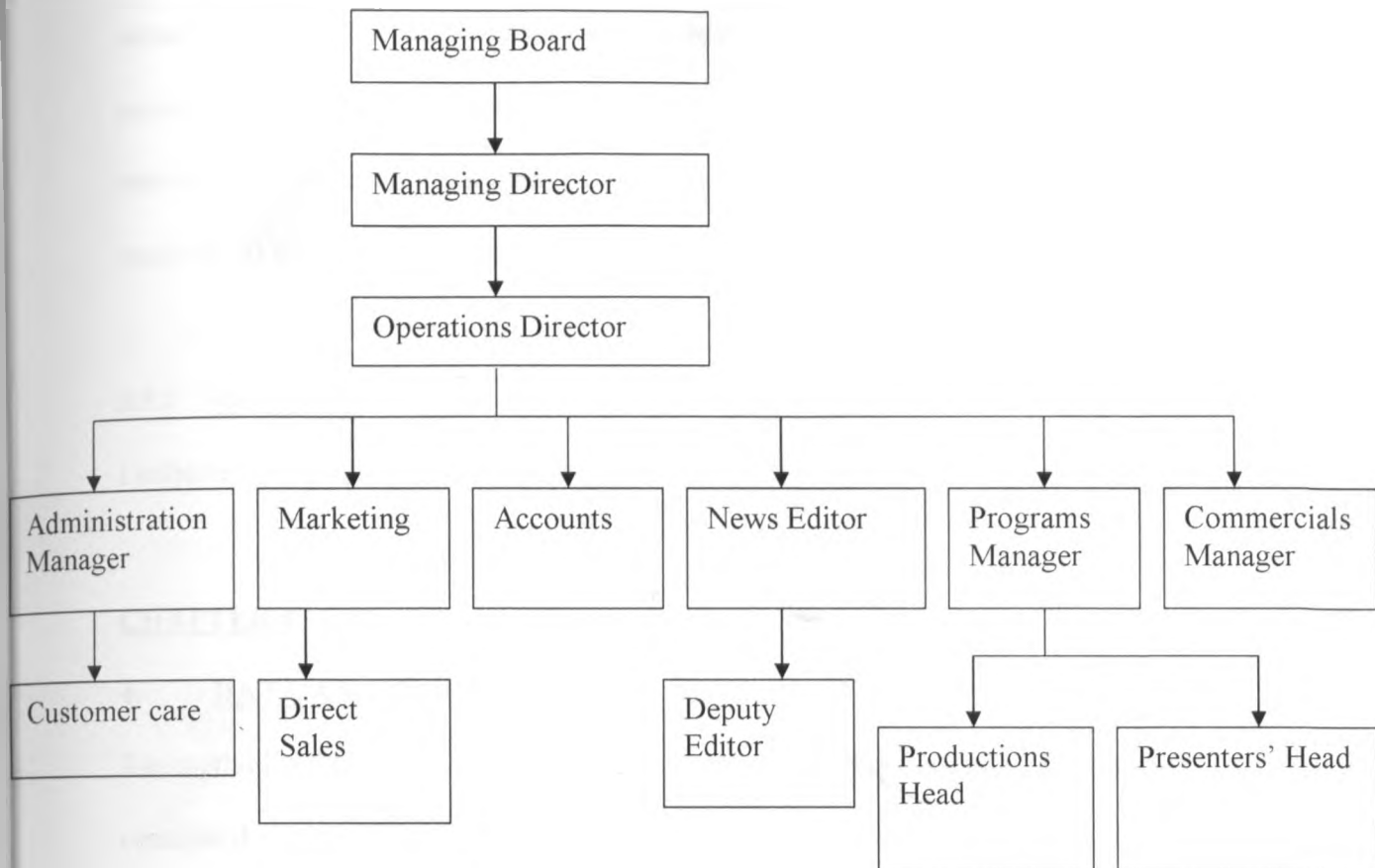
This study used purposeful sampling where specific respondents shall be selected for the purpose of the study. One manager was selected from each of the four management levels. At the lower management level, simple random sampling was used.

3.4 Sources of data

Data was collected from managers from each management level who are actually PR managers at those levels. They included: Operations Director, Agency Marketing Manager, Direct Sales Manager, Programs Manager, consultant Programs Manager, Head Of Presenters, Head Of Producers, Administration Manager, News Editor and two low level administrators who are involved in PR activities. Fifteen questionnaires were distributed.

Below is the management hierarchy of KAMEME FM:

Diagram 1: Management Hierarchy at KAMEME FM



3.5 Data Collection

The mode of data collection was the questionnaire, which included both open and closed-ended questions. This was to enhance the compatibility of responses hence easy to process and analyses. Most questions however were open-ended to minimize the interviewer's bias on the respondents. I also had face-to-face interviews with some of the respondents to clarify some issues.

3.5.1 Researcher

I collected the data

CHAPTER 4

4. DATA ANALYSIS

The methods of data analysis used are both qualitative and quantitative. This section contains the research report for both structured and unstructured questions, discussion, and recommendations.

4.1 Research Findings

Structured Questions

When asked whether there is a PR plan in place only 2 out of 12 respondents stated that there such a plan while 10 out of 12 thought it did not exist. Those who said it existed could not produce the plan on request.

When asked whether there is a crisis management plan in place at KAMEME FM, 3 out of 12 respondents stated that there is one while 9 out of 12 thought it does not exist.

Those who indicated that it exists could not produce the plan on request

When asked to state whether there are objectives for employee communication, 8 out of 12 respondents stated that KAMEME FM has objectives for employee communication

however; my research found out that the objectives they stated are not stipulated anywhere. 4 out of 12 stated that those objectives are not stipulated.

There was a consensus that KAMEME FM cannot do well in the industry without the PR function. This is because when asked whether KAMEME FM could do well without the PR function 12 out of 12 respondents were categorical that it could not.

All the 12 respondents also agreed that PR has played a part in the current positioning of the company.

When asked whether PR is a management function, 11 out of 12 of the respondents thought it was because it largely involves managers at various levels. Only one respondent stated that it was not.

9 out of 12 respondents stated that the PR person sits at management meetings. The rest of the respondents did not respond to the question.

About whether KAMEME FM has set PR goals, 6 out of 12 respondents indicated that the company has set PR goals but the research found out that those PR goals are not stated anywhere.

Only 2 out of 12 stated that there is a PR policy document as well as PR objectives whereas 8 out of 12 stated it did not exist.

When asked whether PR activities are well-coordinated of 7 out of 12 respondents stated they are well coordinated, while 5 out of 12 stated that they are not.

On whether the PR person is qualified for the job or not, only 2 out of 12 thought she/he was qualified in PR whereas 7 out of 12 thought that the PR person is not qualified.

When asked whether there existed a PR staff, only 1 out of 12 respondents stated that the staff was in place while a majority 10 out of 12 stated that there was none.

With regards to whether the PR staff does a good job or not, 6 out of 12 respondents were positive that the staff does a good job while only 2 out of 12 respondents stated otherwise. It is good to note that those who said that the staff does a good job clarified that the PR staff here meant those who organize and implement PR activities.

On whether PR activities are monitored, only 2 out of 12 stated that monitoring was done whereas 9 out of 12 thought otherwise.

On the other hand, when asked whether PR activities are evaluated 4 out of 12 thought they were while 7 out 12 denied that PR activities are evaluated

A face-to-face discussion with some of the senior managers indicated that there is no PR policy document, no stipulated PR goals and objectives. That there are no research-oriented monitoring and evaluation mechanisms, no qualified PR personnel and department and there is no specific person (s) who is responsible for PR activities

Unstructured Questions

When asked to define PR, 5 out of 13 responses mentioned that PR is about establishing good relations with the Publics who include the listeners, clients, suppliers, and advertising agents, among others. 4 out of 13 stated that PR is about establishing a good image of the company. 3 out of 13 mentioned good image whereas 1 out of 13 stated that PR was about good will.

When the respondents were asked to state the PR functions at the company, 8 out of 28 responses associated the PR function with increasing the market share as well as enhancing the image of the company. 6 out of 28 responses stated establishing good relations with the publics was very key. Other functions associated with PR included advising the management, employee communication, investor relations, opinion research

and events management. However the research found out that some of the PR functions named above such as advising the management and opinion research are not evident at KAMEME FM

With regards to the key publics, 12 out of 27 responses mentioned the listeners as their key publics. Other key publics mentioned include the clients, suppliers, investors, and government institutions like CCK, opinion leaders, staff and advertising agents

On whether PR at KAMEME FM is proactive or reactive, 5 out of 12 identified it as both proactive and reactive. 3 out of 12 thought it was reactive and the same fraction thought of it was proactive.

When the respondents were asked to explain the above, it was clear that they understood the terms proactive and reactive. 6 out of 12 respondents stated that PR at KAMEME FM plans by projections while 3 out of 12 thought the PR function plays damage control

On the issue of PR's role in employee communication, 7 out of 17 responses favoured informing employees as PR's role in employee communication. 4 out of 17 who stated conflict prevention between the workers and the employer as well as strengthening teamwork. 2 out of 17 responses stated staff motivation.

When asked to state the objectives for employee communication, 8 out of 12 respondents identified motivating staff as one of the objectives for employee communication. 3 out of 12 respondents mentioned enhancing employer-employee trust while 1 out of 12 stated informing employees. Though many respondents stated these objectives, a face-to-face discussion with the respondents indicated that they just assumed that those objectives existed. The research found out that there are no stated objectives for employee communication although the company tries to achieve the above.

When asked to state the PR techniques which the company employs 11 out of 42 favoured meetings and speeches as well as bulletin boards, 9 out of 42 indicated slide presentations while 7 out of 42 mentioned letters. The rest mentioned pamphlets, manuals displays and exhibits. When required to name some of the most effective PR tools, 9 out of 17 listed meetings and speeches as the most effective while letters and slide presentations tied in terms of popularity with 3 out of 17 votes each while bulletin boards came last with 2 out of 17.

When asked to explain the above, 11 out of 14 responses indicated that meetings and speeches were effective because they provided a forum for interaction between the employees and the management. 2 out of 14 indicated that the PR tools/techniques mentioned above complimented each other.

When asked to mention the organizations external publics 10 out of 37 responses singled out clients as the external publics, listeners came second with a vote of 10 out of 37 while the suppliers came third with 6 out of 37.

When asked to explain the importance of these external publics to the company, 7 out of 19 responses favoured source of revenue. This is in relation to clients who pay for their advertisements. 6 out of 19 stated source of listenership in relation to listeners and 3 out of 19 favoured source of maintenance in relation to suppliers who provide goods and services to the company.

When asked how the company communicates to the external publics, 12 out of 47 responses listed radio as one of the ways. Others include letters, newspapers, televisions, conferences, special events and phone calls. Another critical mode of communication was face to face meetings.

When asked what they thought is the relationship between PR and organizational success, 8 out of 16 responses identified enhancing relations with publics as a key relationship. Others responses included increasing market share and boosting company's image. PR should create an environment in which a company can succeed by establishing and maintaining relations with the publics, selling the company to various publics and of course boosting the image of the company.

When asked to explain why the organization cannot do well without PR, 7 out of 14 responses indicated that an organization needs to enhance interactions with the various publics. Other PR needs mentioned included the need to boost company's reputation, enhance mutual understanding and increasing market share.

When asked to state whether PR has played a part in the current positioning of the company, 5 out of 13 responses said that PR has played a part in earning the trust of the listeners thus propelling the organization as the voice of the people. 5 out of 13 favoured expanding the market share while 2 out of 13 was for boosting reputation.

When asked who is in charge of PR at KAMEME FM, 3 out of 9 respondents stated that the top management is in charge of PR. The same fraction indicated that there is no particular person who is in charge of PR. Other people who were thought to be in charge of PR were the creative manager, marketing manager, administration manager.

When asked to state the job title of the person in charge of PR, It is important to note that 7 out of 12 (the total number of respondents) did not submit their responses to the above question. Those who did, were seemingly confused over the job title of the person in charge of PR. Maybe it is because there is none and hence the above titles were mentioned.

With regards to who the PR person reports to, 7 out of 9 respondents stated that the PR

person/ people report to the managing director while 2 out of 9 thought it was the operations director.

When asked to enumerate the PR strategies that the company uses, 10 out of 27 responses mentioned sponsorships, while 7 out of 27 were for cultural events. Other PR strategies stated were charitable events, cocktails, conferences, team building activities, Road shows and station giveaways in order of preferences.

On who decides on which PR technique to use, 7 out of 14 responses thought it was the managers. 6 out of 14 responses stated that it was the managing director while 1 out of 14 stated the operations director.

When asked which PR strategies work well for the company, 8 out of 17 responses favoured cultural events. For the Internal publics say employees then meetings work well with a vote of 2 out of 17.

8 out of 9 respondents felt that cultural events provide a chance for interaction between the organization and the publics.

On the question of what are the contents of the PR policy document, most respondents said that there is no PR policy document at KAMEME FM. The two who said it exists, indicated that it contained the station format, mission statement and the editorial policy. The research found out that the two respondents were talking about company's mission statement.

When asked to describe PR mechanism at KAMEME FM, 6 out of 10 respondents stated that PR at KAMEME FM is systematic and strategic while 4 out of 10 indicated that it was unsystematic and non-strategic. 2 respondents omitted the question.

Those who indicated that PR at KAMEME FM was strategic and systematic indicated

that it is well organized, has specific objectives, with good results and well promoted

Those who thought it was unsystematic and strategic stated that PR at KAMEME FM lacked PR personnel and a PR department.

When asked who does PR planning, the respondents were not sure. Majority thought it was the managing Director (11 out of 17 responses) while 5 out of 17 indicated it was top management.

When required to list PR objectives, 8 out of 12 respondents indicated that there were no PR objectives at KAMEME FM. But those who stated that they existed, 2 out of 12 mentioned that they included boosting the image of the company and enhancing relationships with the publics.

The respondents who stated the above objectives also noted that they were measurable and time bound.

When asked to describe the relationship between PR objectives and organizational goals, 2 out of 3 respondents stated that PR boosts the company's market niche while 1 out of 3 stated that it enhances the company's image.

With regards to who plans PR activities, the majority (8 out of 15) stated that PR activities are planned by the top management. Others mentioned included, managing director, marketing, employees, administration manager and research team

On being asked to state who coordinates PR activities, the majority (6 out of 14) stated that the managers coordinate PR activities. Others mentioned, are managing director, operations director, employees, administration manager, research team while one person stated that there is no central coordinator, a fact confirmed by this study.

When required to list the job titles of the PR staff, most respondents indicated that there

is no PR staff. Those who said there is listed the following titles: managing Director, Operations director, administration manager, marketing manager, and events coordinator. On the question of whether the PR staff does a good job, 6 out of 12 respondents stated that they attain PR objectives and that most PR activities succeed.

On how big is the PR budgetary allocation compared to other allocations, 3 out of 7 respondents stated that the PR budgetary allocation is slightly bigger than other allocations in the company.

When asked to state the factors that determine PR budgetary allocation, 6 out of 13 responses mentioned the size of the event whereas other factors included, target audience, other budgetary needs, importance of the event, company's objectives, frequency of the events and the total revenue.

On who decides on the budgetary allocations, most responses (9 out of 15) indicated it is the managing director.

On who does PR monitoring, 10 out of 12 respondents stated that PR at KAMEME FM is not monitored. The two who stated that it is monitored, indicated that it is done quarterly and another said continuously.

On being asked who does PR evaluation, 3 out of 6 respondents stated that the top management does PR evaluation. Others mentioned are managers and employees.

On when PR evaluation is done, 5 out of 6 respondents stated that it is done at the end of a PR event/program while one respondent stated that it done continuously.

On being asked to explain the process of PR evaluation, 4 out of 12 respondents mentioned public turnout as well as public feedback. 3 out of 12 stated monetary gain while one person indicated impact assessment.

When asked what the respondents considered effective PR management, most respondents mentioned pertinent management tenets such as well-Planned (6 out of 40 responses), well-coordinated, (5 out of 40 responses), well-monitored (5 out of 40 responses), well-evaluated (6 out of 40 responses), budgeted for (5 out of 40 responses), staffed (6 out of 40 responses), organized (1 out of 40 responses) and strategic (3 out of 40 responses).

When asked to describe what PR at KAMEME FM lacks, 5 out of 22 responses stated lack of qualified personnel, 4 out of 22 mentioned lack of PR department, as well as PR policy, 3 out of 22 stated that it was not strategic. 2 out of 22 stated it lacks monitoring, evaluation, and it is not systematic. Most respondents indicated that PR at KAMEME FM lacks PR personnel, department, PR policy, monitoring and evaluation.

When asked to rate that importance of PR function in your organization, a majority of 9 out of 11 respondents stated that it is very important whereas 2 out of 11 thought it was important.

The following findings about PR at KAMEME FM are very critical to this research.

- There is no PR policy document
- There is no PR plan
- There is no PR goals and objectives
- There is no qualified PR personnel/staff
- There is no PR department.

4.2 Discussion of the Findings

The research found out that the respondents were aware of what PR is and could even enumerate its functions in the company. The respondents could also identify the publics the company associates with, their importance to the company and how the organization communicates with them. All the respondents agreed that PR was critical to the success of the company and that the organization could not do well in the industry with the PR function. There was also consensus that PR function has played a role in the current positioning of the company. The respondents also were able to define effective PR management as well as point out areas of weakness in the company's PR management. This indicates that if proper PR management measures were put in place then these managers could add valuable input.

My research also found out that some of the respondents did not give honest responses to some of the questions. This could have been prompted by the fact that they are managers and they may not have wanted to portray the company in a negative light. My research revealed that KAMEME FM does not have a PR policy document, PR personnel and staff, PR plan, PR objectives, crisis management plan, objectives for employee communication. Without the above PR at KAMEME FM can only be described as non-strategic. Strategic PR management must start with a PR policy document that should guide PR activities. The respondents were not sure who is responsible for PR planning, implementing, coordinating, monitoring and evaluating. Without a qualified PR staff PR remains unsystematic and rather ad hoc.

One of the research objectives was to establish whether PR is recognized as a management function or not. From my findings 11 out of 12 respondents indicated that it

was a management function because PR activities are organized and implemented by managers at various levels who are also decision-makers in the company. Since my respondents were managers at various levels, it was rather sad that they were not sure who is responsible for PR.

Another objective was to establish whether PR is correctly positioned or not and my findings indicated that it is not. Proper positioning of PR indicated that PR should be managed by qualified personnel who sit management meetings and is part of the decision-makers coalition. The PRO should be consulted in major decisions of the company. The PRO should also lay down strategies on PR management to ensure it is well-planned, implemented, coordinated, budgeted for, staffed, monitored and evaluated. A third objective was to find out whether PR issues are properly managed or not. Proper management starts with proper planning, implementing, coordinating, monitoring, evaluating, budgeting and staffing. PR at KAMEME FM lacks objectives and those who manage it do not lay down proper PR strategies to plan, coordinate, monitor and evaluate PR. However most respondents stated that PR activities are well coordinated and those responsible of PR do a good job. This could be because there is no PR event which could be described as a failure. It is clear that PR at KAMEME FM could bear better results if it was strategic and systematic. From the research it was evident that there is no budget set apart for PR activities because PR activities are financed as they come. Proper PR management demands that a budget is set aside for PR to enable PR achieves its objectives.

The research found out that there is no formally established tool or criteria for monitoring and evaluating PR activities. If PR activities have no goals and objectives, it is rather

difficult to judge their success. At KAMEME FM, evaluation is done at face value by looking at the number of people attending a PR function say a cultural event and the monetary gain. This points to poor PR management. Good PR management demands that results are measured against the set objectives.

A fourth objective was to find out whether PR techniques and strategies used at KAMEME FM are appropriate or not and my findings indicated that meetings and speeches worked well for employee communication because they offered a chance for interaction between that employees and the managers whereas cultural events and sponsorships were identified to work well because they offered a chance for interaction between the company and the external publics,

In short, the objectives were well achieved.

4.3 Recommendations

From my research I would recommend the following:

For PR to produce better fruits for KAMEME FM, there is need to acknowledge it as a management function not because it is managed by various managers as is the case now but a function that is managed by a qualified PR person who is not only qualified in PR but also one who is part of the company's decision makers. The PRO should report directly to the CEO of the company and should therefore be consulted before any major decision can be put in place. In this case the PR person should act both as a counselor to the management but also as the link-person for the organization with its publics. The PRO should come up with a PR policy document which should guide all PR activities in the company. PR goals and objectives which are in line with organizational goals or mission statement should also be stipulated down.

To position PR properly in the company, I would also recommend that the PRO sets up a PR department by hiring qualified personnel. The department will have among other duties the responsibility of carryout opinion researches to gauge the opinion of various company publics including the employees. This should determine the image of the company. They should identify PR challenges and opportunities which should be twisted to the success of the company.

The department headed by the PRO will be responsible of planning, implementing, coordinating, directing, budgeting, monitoring and evaluating all PR activities.

To ensure that PR is properly managed, I would recommend that every PR activity should have its goals and objectives which are measurable, specific and time bound to ease monitoring and evaluation. The PRO should be come up with a PR strategy and a schedule of PR activities to be implemented in every quarter. How those activities are managed should be revised from time to time in order to incorporate changing trends in the media industry. This calls for research.

The PR department should also link the company and the publics such as the staff, the clients, the suppliers, investors, government institutions, listeners, financiers among others by producing communication materials. To this end they should lay down relevant communication strategies which should be revised as deemed fit.

I would also recommend that the department comes up with a crisis management plan by envisaging all sorts of crises that could befall the company and plan for them. In case of a crisis the department shall also be charged with the responsibility of handling the crisis to the benefit of the company as a whole.

To pursue the above responsibilities and many more, I would recommend that the

department is allocated a designate budget. The budget shall be guided by among other things the activities to be implemented and the maintenance of the department. However the PRO should be able to account for the funds.

Formal research should be part and parcel of PR management at KAMEME FM to ensure that proper PR techniques and strategies are planned, implemented, coordinated, monitored, evaluated and constantly revised so as to remain relevant and cost-effective

4.4 Conclusion

The hypothesis of this study was that PR is not properly managed at KAMEME FM because it is not recognized as a strategic management function. From the research findings, a conclusion can be drawn that the hypothesis is true. Strategic PR management should start with a qualified PR personnel, PR policy document, PR goals and objectives, Proper PR strategies, enough budgetary allocation, proper monitored and evaluation which should be strategic and systematic.

PR is very critical to the success of any organization. In the media industry, a radio station relies on their audiences for listenership and the bigger the listenership, the bigger the advertising revenue. PR creates an environment in which the radio station can succeed. PR therefore is not about implementing activities and assuming that are working. It is about laying down PR strategies which are well planned, implemented, coordinated, directed, monitored, evaluated and budgeted for. If this was being done at KAMEME FM, it would be easy to know the role PR plays at KAMEME FM, its place, what PR strategies work for the radio station and why and which ones do not bear positive results and how they can be managed or revised.

I therefore hope that these research findings shall play a pivotal role in guiding and

improving PR management at KAMEME FM and consequently the positioning of the company in the media industry.

4.5 Implications of the Study

This research project acts as a pathfinder project to future research on PR management in the media industry and specifically in the radio industry. It will give media managers and PROs critical insights on PR management and challenge them to take PR seriously in their daily management chores.

Future research could delve in assessing the performance and effectiveness of PR strategies. Another critical area is that of determining how best to measure PR

5.0 Appendices

Table 1

a. Structured questions

Question	Yes (frequency)	total	No (frequency)	total	blank	Not Sure
6: crisis management plan?		3		9	0	0
7: objectives for employee com.?		8		4	0	0
16: Can your organization do well without PR?	0	0		12	0	0
18: Has PR played part in your current positioning?		11	0	0	(1)	0
20: Is PR a management function?		11		1	0	0
21: Do you have a PR plan?		2		8	(2)	0
24: Does the PR person sit at management meetings?		9	0	0	(3)	0
28: Do you set PR goals?		6		4	(1)	(1)
31: Do you have a PR policy document?		2		8	(1)	(1)
36: Do you have PR objectives?		2		8	(1)	(1)
42: Are PR activities well coordinated?		7		2	0	(3)
44: Is the PR person qualified in PR?		2		7	(2)	(1)
45: Do you have a PR staff?		1		10	(1)	0
48: Does your PR staff do a good job?		6		2	(4)	0
54: Do you monitor PR activities?		2		9		0
57: Do you evaluate PR activities?		4		7		0

b. Unstructured Questions

Table 2

Question 1: Definition of Public Relations (PR)

Codes	Frequency	Total
Good relations with publics		5
Mutual understanding with publics		3
Good image		4
Goodwill		1
Total		13

Table 3

Question 2: functions of PR at KAMEME FM

Codes	Frequency	Total
Good relations with publics		6
Increase market share		8
Good image		8
Advising management		2
Employee communication		1
Investor Relations		1
Opinion Research		1
Events management		1
Total		28

Table 4

Question 3: Key Publics

Codes	Frequency	Total
Listeners		12
Clients/advertisers		2
Suppliers		4
Investors		3
Government institutions		1
Opinion leaders		3
Staff		1
Advertising agents		1
Total		27

Table 5

Question 4: Is PR at KAMEME FM proactive or Reactive?

Codes	Frequency	Total
Proactive		3
Reactive		3
Both		5
Blank		1
Total		12

Table 6

Question 5: Explain 4 above

Codes	Frequency	Total
Planning by projections		6
Damage control		3
Deliberate activities		1
Blank		2
Total		12

Table 7

Question 7: PR's role in employee communication

Codes	Frequency	Total
Conflict prevention		4
Informing Employees		7
Strengthen teamwork		4
Motivate staff		2
Total		17

Table 8

Question 8: Objectives for employee communication

Codes	Frequency	Total
Motivate staff		8
Enhance employer-employee trust		3
Inform employees		1
Total		12

Table 9

Question 9: PR techniques for employee communication

Codes	Frequency	Total
Meetings and speeches		11
letters		7
Slide presentations		9
Bulletin Boards		11
Pamphlets		1
Manuals		1
Displays and exhibits		2
Total		42

Table 10

Question 10: Effective PR techniques for employee communication

Codes	Frequency	Total
Meetings and speeches		9
letters		3
Slide presentations		3
Bulletin Boards		2
Total		17

Table 11

Question 11: Explain question 10 above

Codes	Frequency	Total
Chance for interaction		11
Private		1
Compliment each other		2
Total		14

Table 12

Question 12: KAMEME'S External publics

Codes	Frequency	Total
Listeners		9
Clients		10
Financial institutions		1
Government bodies		3
competitors		1
investors		3
suppliers		6
correspondents		1
Opinion leaders		3
Total		37

Table 13

Question 13: How important are the above to the organization

Codes	Frequency	Total
Source of revenue		7
Source of listenership		6
Broadcasting license		2
Source of maintenance		3
Environment for growth		1
Total		19

Table 14

Question 14: How do you communicate to the external publics?

Codes	Frequency	Total
Newspapers		8
Television		6
Radio		12
letters		11
conferences		5
Special events		4
Phone calls		1
Total		47

Table 15

Question 15: what do you think is the relationship between PR and organizational success?

Codes	Frequency	Total
Enhance relations with publics		8
Increase market share		3
Boost company's image		5
Total		16

Table 16

Question 17: Do you think your organization can do well in the industry with the PR function? Explain

Codes	Frequency	Total
Need for interactions with publics		7
Need to enhance reputation		5
Need to enhance mutual understanding		1
Need to expand the market share		1
Total		14

Table 17

Question 19: Explain whether PR has played a part in your current positioning in the industry.

Codes	Frequency	Total
Earned listeners trust		5
Boosted reputation		2
Increased avenues for interactions		1
Expand the market share		5
Total		13

Place of PR

Table 18

Question 22: who is in-charge of PR?

Codes	Frequency	Total
Top management		3
Creative manager		1
Marketing manager		1
Administration manager		1
No one in particular		3
Total		9

Table 19

Question 23: Job title of the person in-charge of PR

Codes	Frequency	Total
Sales manager		1
Operations Director		1
Managing Director		1
Administration manager		2
Total		5

Table 20

Question 25: Who does the above person report to?

Codes	Frequency	Total
Managing Director		7
Operations Director		2
Total		9

PR Techniques

Table 21

Question 26: List PR techniques/strategies used at KAMEME FM.

Codes	Frequency	Total
Cultural events		7
sponsorships		10
Station giveaways		1
Charitable activities		3
cocktails		3
conferences		2
Team building activities		2
road shows		1
Total		29

Table 22

Question 27: Who decides on which of the above techniques shall be used?

Codes	Frequency	Total
Managing Director		6
Managers		7
Operations Director		1
Total		14

Table 23

Question 29: which PR strategies (above) work well for your organization

Codes	Frequency	Total
Cultural events		8
sponsorships		3
Station giveaways		1
Road shows		1
Internal memos		1
presentations		1
meetings		2
Total		17

Table 24

Question 30: Explain question 29 above

Codes	Frequency	Total
Chance for interaction		8
Build loyalty		1
Total		9

PR planning

Table 25

Question 32: What does the PR policy document entail?

Codes	Frequency	Total
Station format		1
Station mission statement		1
Editorial policy		1
Total		3

Table 26

Question 33: describe your PR planning mechanisms

Codes	Frequency	Total
Systematic and strategic		6
Unsystematic and non-strategic		4
Total		10

Table 27

Question 34: Explain question 33 above

Codes	Frequency	Total
Well organized		4
Specific objectives		1
Good results		1
Well promoted		1
No PR personnel		1
No PR department		1
Total		9

Table 28

Question 35: who does PR planning?

Codes	Frequency	Total
Managing Director		11
Top management		5
Administration manager		1
Total		17

Table 29

Question 37: List PR objectives

Codes	Frequency	Total
enhance good image		1
Enhance relationships with publics		1
Total		2

Table 30

Question 38: describe the above objectives

Codes	Frequency	Total
measurable		2
Time-bound		1
Total		3

Table 31

Question 39: Describe the relationship between PR objectives and organizational goals

Codes	Frequency	Total
enhance company's image		1
Boost company's market niche		2
Total		3

Table 32

Question 41: Who plans PR activities?

Codes	Frequency	Total
Managing director		3
Top management		8
Marketing manager		1
Employees		1
Administration manager		1
Research team		1
Total		15

Table 33

PR Coordination

Question 43: Who coordinates PR activities?

Codes	Frequency	Total
Managing director		1
Operations director		1
managers		6
Employees		3
Administration manager		1
Research team		1
No central coordinator		1
Total		14

PR Directing

Table 34

Question 46: Job titles of the PR staff

Codes	Frequency	Total
Managing director		1
Operations director		1
Administration manager		2
marketing manager		1
Events coordinator		1
Total		6

Table 35

Question 48: Explain whether the PR staff does a good job

Codes	Frequency	Total
Attain PR objectives		1
Most PR activities are succeed		2
Total		3

PR Budget

Table 36

Question 51: How big is PR budgetary allocation compared to other allocations?

Codes	Frequency	Total
Slightly bigger		3
Slightly smaller		1
same		1
Very big		1
Very small		1
Total		7

Table 37

Question 52: factors that determine PR budgetary allocation.

Codes	Frequency	Total
Size of event		6
Target audience		1
Other budgetary needs		1
Importance of the event		1
Company's objectives		1
Frequency of event		2
Total revenue		1
Total		13

Table 38

Question 53: who decides on PR budgetary allocation?

Codes	Frequency	Total
Managing director		9
managers		5
Chief accountant		1
Total		15

Table 39

PR Monitoring

Question 54: Who does PR monitoring?

Codes	Frequency	Total
Senior management		1
Silver bullets		1
Total		2

Table 40

Question 56: when is monitoring done?

Codes	Frequency	Total
quarterly		1
continuously		1
Total		2

½ respondents stated that PR is done quarterly while the other respondents stated that it is done continuously.

PR Evaluation

Table 41

Question 58: Who does PR evaluation?

Codes	Frequency	Total
Top management		3
managers		2
employees		1
Total		6

Table 42

Question 60: when is evaluation done?

Codes	Frequency	Total
At the beginning of a PR program		
In the middle of a PR program		0
At the end of a PR program		5
All of the above		1
Total		6

Table 43

Question 61: what does PR evaluation entail?

Codes	Frequency	Total
Publics turnout		4
Monetary gain		3
Publics feedback		4
Impact assessment		1
Total		12

Table 44

Question 62: what do you consider effective PR management?

Codes	Frequency	Total
Well planned		6
Well coordinated		5
Well monitored		5
Well evaluated		6
Well budgeted for		5
Well staffed		6
Well organized		1
strategic		3
That enhance reputation		1
That enhance relations with publics		2
Total		40

Table 45

Question 63: How different is PR at KAMEME FM as compared to the one described above?

Codes	Frequency	Total
Not strategic		3
unsystematic		2
No qualified personnel		5
No PR department		4
No PR policy		4
No monitoring		2
No evaluation		2
Total		22

Table 46

Question 66: Rate the importance of PR function in your organization

Codes	Frequency	Total
Very important		9
important		2
Not very important		0
Not important at all		0
Total		11

6.0 Research Questionnaire

Name Job Title Date

Information obtained through this questionnaire shall be used to evaluate PR management at KAMEME FM. The questions are divided into nine categories namely **Role of PR, Place of PR, PR Techniques, PR Planning, PR Coordinating, PR Directing, PR Budgeting, PR Monitoring, and PR Evaluation**. Please answer each question as precisely, objectively and accurately as possible. Tick where appropriate

ROLE OF PR

- 1) What is your understanding of PR?
- 2) What is the role of PR function in your organization (List all the functions)
- 3) Who are your target publics/constituents?
- 4) How would you describe your PR function?

 - a) Proactive
 - b) Reactive
- 5) Explain
- 6) Do you have any crisis management plan in place?
 - a) Yes
 - b) No
- 7) What do you consider to be the role of PR in employee communication?
- 7) Do you have any objectives for employee communication?
 - a) Yes
 - b) No
- 8) If yes list them

- 9) What PR techniques do you use in employee communication?
- a) Newsletters
 - b) Meetings speeches
 - c) Emails letters
 - d) Bulletin boards
 - e) Pamphlets
 - f) Brochures
 - g) Manuals
 - h) Books
 - i) Slide presentations
 - j) Displays and exhibits
 - k) Other specify
- 10) Which PR technique(s) would you describe as the most effective in employee communication?
- 11) Why
- 12) Who are your external publics?
- 13) How important are they to the success of your organization?
- 14) How do you communicate to them?
- a) Newspapers,
 - b) Television
 - c) Radio,
 - d) Letters
 - e) Conference

f) Other specify

15) What would you consider to be the relationship between PR and the success of your organization?

16) Do you think your organization can do well in the industry without the PR function?

a) Yes

b) No

17) Explain

18) Do you think PR has played a part in your current positioning in the industry?

a) Yes

b) No

19) Explain

PLACE OF PUBLIC RELATIONS

20) Do you think that PR is a management function?

a) Yes

b) No

21) Do you have a PR plan/policy?

a) Yes

b) No

22) Who is in-charge of PR in your organization?

23) What is his/her job title?

24) Does he/she sit at management meetings?

a) Yes

) No

25) Who does he/she report to?

PR TECHNIQUES

26) List all the PR strategies/techniques the organization has engaged in since its inception?

27) Who decides on which technique/ strategies to use?

28) Do you set PR goals and objectives?

a) Yes

b) No

29) Which PR techniques/ strategies can you say work well for your organization?

30) Why

PR PLANNING

31) Do you have a PR policy document in your organization?

a) Yes

b) No

32) If yes what does it entail?

33) How would you describe your PR planning mechanism?

a) Systematic and strategic

b) Unsystematic and non-strategic

34) Explain

35) Who does PR planning at your organization?

- a) PR department
- b) PR consultancy firm
- c) Managing Director
- d) Other specify

36) Do you have PR objectives?

- a) Yes
- b) No

37) If yes list your PR objectives

38) How can you describe those objectives?

- a) Measurable
- b) Specific
- c) Time bound
- d) All of the above

39) What is the relationship between PR objectives above and the organizational goals?

Explain

40) List the PR activities your organization has been involved in since its inception

41) Who plans those PR activities?

42) Do you think that PR activities well coordinated in your organization?

- a) Yes
- b) No

43) If yes who coordinates those PR related activities?

44) Is he or she qualified in PR?

a) Yes

b) No

PR DIRECTING

45) Does your organization have a PR staff?

a) Yes

b) No

46) If yes what are their job titles? List them from the highest in the hierarchy

47) What is their respective job description?

48) Do you think they do a good job?

a) Yes

b) No

49) Explain

PR BUDGETING

50) Do you have any PR budget allocations?

Yes

No

51) How big is this budget compared with other allocations?

a) Slightly Bigger

b) Slightly smaller

c) Same

d) Very big

e) Very small

- 52) What factors determine this allocation?
- 53) Who decides on PR budget allocations?

PR MONITORING

- 54) Do you monitor PR activities?
 - a) Yes
 - b) No
- 55) Who does PR monitoring?
- 56) When is monitoring done?

PR EVALUATION

- 57) Do you evaluate PR activities in your organization?
 - a) Yes
 - b) No
 - 58) Who does PR evaluation?
 - 59) What is his or her or their qualification?
 - 60) When is evaluation done?
 - a) At the beginning of a PR program
 - b) In the middle of a PR program
 - c) At the end of a PR program
 - d) All of the above
 - 61) What does evaluation entail?
 - 62) What do you consider to be effective PR management?
-

- 63) How different is your PR management from the one described above?
- 64) What would you consider as PR challenges facing your organization? List them
- 65) What would you say is the future of PR function in your organization?
-
- 66) Rate the importance of the PR function in your organization
- a Very important
 - b Important
 - c Not very important
 - d Not important at all

Bibliography

- Winner Paul (1987) **A guide to corporate Survival** Kogan Page Ltd London
- Black Sam (1972): **The role of Public Relations in Management**, Pitman Publishing, New York
- Centre H Allen and Wales E. Frans (1975) **Public relations Practices. Case Studies**, Prentice-Hall New Jersey
- Bittner R. John 1977 **Mass Communication: An Introduction** 5th Edition, Prentice-Hall New Jersey
- Seitel P. Fraser (1987): **The practice of Public Relations** 3rd edition Merrill Publishing Company Columbus Ohio
- Marken Andy G. A –‘Successful company Communications: it’s all about delivery value.’ www.aboutpublicrelations.net/ucmarkena.htm
- Gruning E. James: ‘The role of Public Relations management and its contribution to organizational and societal effectiveness’. www.instituteforpr.com/prand-mangt.phtml?
- ‘Guidelines for setting measurable PR objectives- the institute for Public Relations’ commission on Public Relations measurement and Evaluation 1999-University of Florida. www.instituteforpr.com
- Cutlip S. M and A. H Center. Allen H and Broom, Glen M (1999) **Effective Public Relations** 8th Edition. London Prentice Hall International, Inc
- Jefkins Frank (1980) **Public Relations** (4th edition) Pitman Publishing London
- Lowery A. Melvin and DeFleur L. Melvin (1983) **Milestones in Mass Communication research. Media Effects**. 2nd Edition. Longman, New York
- Tan Alexis (1985) **Mass Communication Theories and research** 2nd edition John Wiley

and Sons, New York.

'Strategic Contribution of PR' - mediaif.emu.edu.tr/beril/part4.ppt: 2000

William Ang'awa: 'The Kenya Media Industry' - Television and Radio

kenya.org.uk 2002

Steadman Research Services Ltd 2000

UNIVERSITY OF NAIROBI LIBRARY

IAFF AFRICANA COLLECTION