

**AN INVESTIGATION INTO THE ROLE OF CORPORATE
COMMUNICATION IN ORGANIZATIONAL GROWTH: A CASE STUDY
OF THE NATIONAL OIL CORPORATION OF KENYA**

BY

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K50/75061/2009

**A PROJECT SUBMITTED TO THE SCHOOL OF JOURNALISM AND
MASS COMMUNICATION IN PARTIAL FULFILLMENT FOR THE
AWARD OF A MASTER OF ARTS DEGREE IN COMMUNICATION
STUDIES OF THE UNIVERSITY OF NAIROBI**

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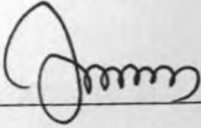


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NOVEMBER 2012


DECLARATION

I declare that this Project is my original work and has not been presented for a degree in any other University.

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Date: 19.11.2012

This Project has been submitted with my approval as a University supervisor.

Signed: 
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Date: 19.11.2012

DEDICATION

I dedicate this work to my girls; spouse Christine and daughter Tate Allen. These two beauties were my inspiration throughout my postgraduate studies and for them I continuously thank God. Daddy loves you girls!

My utmost thank you to my adoring grandma Selah Matuma Obuko and my late grandpa Wilson Obuko Wesonga for bringing me up and instilling in me the virtues of hard work and self belief, I eternally owe my today to you two.

Thank you dad Alfred Mukani Wesonga, uncles Fred and Joshua, aunt Peninah Njoki and aunt Josephine Nanzala for your continued faith in me, you are the reason I am who I am today.

Thank you all.

ACKNOWLEDGEMENTS

To my supervisor, Ms. Jacinta Mwendu Maweu, I will forever remain indebted to you for your immense support. You walked me through this project step-by-step and from your wise academic counsel this project has become. Thank you for believing in me.

I would like to acknowledge the moral and material support from my academic mentor Dr. Wambui Kiai, the Director of the School of Journalism and Mass Communication. Director, you have held my hand since I joined the School of Journalism and Mass Communication as a first year undergraduate student. My dream still remains...to follow in your giant academic footsteps!

To all those who in one way or another including my colleagues at the National Oil Corporation of Kenya led by our Managing Director Ms. Sumayya Hassan-Athmani, thank you for your support especially in responding to my research questions. This project is an outcome of your input. Thank you all.

ABSTRACT

This study sought to investigate the role of corporate communication in organizational growth using the case study of the National Oil Corporation of Kenya (NOCK). Corporate communication is fast gaining popularity among Kenyan companies as a key management function. Many companies including NOCK have set up corporate communication departments in their management structures and allocated growing budgets with the assumption that corporate communication contributes to the growth of their organizational growth and the realization of their corporate objectives. However, there lacks mechanisms for establishing whether corporate communication really contributes to this anticipated organizational growth and if it does, how much it contributes.

This study therefore sought to find out whether corporate communication has contributed to the growth of NOCK in the last five years (2008- 2012). From the analysis of the interview responses, the study found out that corporate communication had a significant contribution to the organizational growth of NOCK over the 5 years under review, 2008 to 2012 especially its role in enhancing the corporate and products brand equities as well as in the unveiling and positioning of new products and services.

To achieve the research objectives, the study was guided by the Entrepreneurial Communication Theory (ECT) which outlines the four functions of strategic organizational communication as being energizing, aligning, visioning and constituting the various organizational activities to the strategic objectives of the organization. The study used qualitative semi-structured interviews and qualitative content analysis of relevant policy documents to establish if corporate communication fulfilled the above mentioned functions as outlined by ECT.

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ABBREVIATIONS

ECP – Entrepreneurial Communicational Paradigm

ECT - Entrepreneurial Communicational Theory

EOT – Entrepreneurial Organizational Theory

GOK – Government of Kenya

MD - Managing Director

NOCK – National Oil Corporation of Kenya

PR - Public Relations

PRSK- Public Relations Society of Kenya

CHAPTER ONE

INTRODUCTION

1.1 Background Information

The main aim of this case study was to investigate the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) between the years 2008 and 2012. The National Oil Corporation of Kenya (NOCK) is a public limited company incorporated by the Government of Kenya (GoK) in April 1981 under the Companies Act, Cap 481 of the Laws of Kenya. The company is 100 percent owned by GoK through the Ministry of Energy and the Treasury.

Prior to setting up a corporate communication department in 2008, NOCK experienced years of stagnated growth. But since NOCK set up its corporate communication department, the corporation has witnessed rapid organizational growth. Over the five year period, NOCK has been able to significantly grow its market share from 0.5 percent in 2008 to 6.3 percent in 2012, the retail network expanded from 6 stations in 2008 to 95 stations in 2012, and profitability grew from Kshs 201 million in 2008 to Kshs 394 million in 2012. This study therefore sought to investigate if and how corporate communication contributed to this growth.

Corporate communication is fast gaining popularity among Kenyan companies as a key management function. A 2011 survey by the Public Relations Society of Kenya (PRSK) found out that Kenyan companies are increasingly investing large amounts of financial

resources in the establishment of corporate communication departments. In the survey titled *The Status of Public Relations in Kenya*, 15.2% of the respondents indicated that their corporate communication departments had budgets of between Kshs 5,000,000 and 10,000,000 while 9.1% indicated that their corporate communication departments had annual budgets of between Kshs. 20,000,000 and Kshs 30,000,000 for corporate communication activities. The survey also found out that 50% of the respondents reported that budget allocations for corporate communication activities in their companies increased by between 10% and 20% a year.

The 2011 PRSK report notes that an overwhelming majority of top management in Kenyan companies supported the role of corporate communication in the realization of their companies' strategic objectives. The report however points out the lack of a standard tool for monitoring and evaluating the role of corporate communication in organizational growth as a major setback to the growth of corporate communication as a management function. By using the case of NOCK, this study sought to investigate the role of corporate communication as a management function in the organizational growth of companies as well as identify and propose framework indicators for monitoring and evaluating the role played by corporate communication in organizational growth.

1.2 Statement of the problem

Despite the increasing importance of corporate communication as a key management function as seen from the 2011 PRSK study findings and the large financial resources being invested by companies in corporate communication activities, the practice of

corporate communication lacks standard framework indicators for monitoring and evaluating its role in organizational growth. The absence of these indicators makes it difficult for organizations to measure the contribution of corporate communication to their growth thus making it difficult to justify the increasing amounts of financial resources that they invest in corporate communication activities.

For instance, between 2008 and 2012, NOCK invested over Kshs. 2 billion in corporate communication activities. However, as it is now, the NOCK management is not in a position to establish the relationship between these financial investments to the business growth experienced by the corporation over the five year period. This is because there are no objective monitoring and evaluation tools to show this relationship. This study therefore sought to identify the role of corporate communication in NOCK's growth between 2008 and 2012 in an attempt to identify and propose standard indicators for monitoring and evaluating the role corporate communication in organizational growth for use by NOCK and other organizations.

1.3 Research Objectives

- i) To examine the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) in the last five years(2008 to 2012)
- ii) To identify indicators for monitoring and evaluating the role of corporate communication in organizational growth at the National Oil Corporation of Kenya (NOCK).

- iii) To propose strategies for improving the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) for the next five years 2013 to 2018.

1.4 Justification and significance of the study

The 2011 PRSK study report acknowledges that despite corporate communication fast becoming a key management function among companies in Kenya, there is very little information available on its practice in Kenya especially as regards its specific role in organizational growth. This study therefore seeks to fill this information gap by identifying and documenting the specific roles of corporate communication in organizational growth using the case of NOCK. Further, the lack of framework indicators for monitoring and evaluating corporate communication activities was cited in the PRSK report as being a setback in the growth of corporate communication as a management function in Kenya.

Jackson (1987) argues that corporate communication is one of the emerging disciplines of academic studies. It is fast gaining popularity among students of communication and marketing since it integrates traditional concepts of the two disciplines such as branding and brand management, marketing communication and media relations. However, the growth of corporate communication as an academic discipline in Kenya is being limited by lack of adequate local content. Except for the 2011 PRSK research report on the status of PR practice in Kenya, the research could not locate empirical research findings or literature on the role of corporate communication in organizational growth for this study.

The findings of this case study therefore will contribute to the body of academic knowledge in the field of corporate communication for students, practitioners and researchers.

Considering that NOCK is undertaking a review of its corporate communication strategy with a view of developing a new five year strategic plan, the findings of this study will make valuable input into the new strategy. The main focus of the review is on how corporate communication activities can be made to contribute more to the growth of NOCK for the next five years (2013 to 2018).

1.5 Research Questions

- i) What role did corporate communication play in the organizational growth of the National Oil Corporation of Kenya (NOCK) in the last five years 2008 to 2012?
- ii) What are the indicators that can be used to monitor and evaluate the role of corporate communication in organizational growth of the National Oil Corporation of Kenya (NOCK) between 2008 and 2012?
- iii) What are the strategies that can be adopted to enhance the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) in the next five years 2012 to 2018?

1.6 Hypothesis of the study

- (a) Corporate communication played a significant role in the organizational growth of the National Oil Corporation of Kenya (NOCK) between 2008 and 2012.

1.7 Scope of the study

In assessing the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) between the years 2008 and 2012, this study focused on how the various NOCK corporate communication activities have contributed to its organizational growth. The study investigated how corporate communication contributed to the registered organizational growth of NOCK over the five year period, 2008 to 2012 by seeking to establish the role of corporate communication, identify indicators for monitoring and evaluating corporate communication activities at NOCK and propose strategies for enhancing the role of corporate communication as key management function in the organizational growth of NOCK.

The study was limited to the organizational growth of NOCK in terms of retail network expansion from 6 service stations in 2008 to 95 in June 2012, growth of the inland market share from 0.5 percent to 6.3 percent and profitability from Ksh. 201 million to Ksh. 394 million..

CHAPTER TWO

LITERATURE REVIEW AND THEORETICAL FRAMEWORK

2.1 History of corporate communication

Riel & Fombrum (2007) define corporate communication as a set of activities involved in managing and orchestrating all internal and external communications aimed at creating favorable starting points with stakeholders on which the company depends. Corporate communication consists of the dissemination of information by a variety of specialists and generalists in an organization, with the common goal of enhancing the organization's ability to retain its license to operate.

According to Argenti & Foreman (2002), corporate communication is historically linked to the field of public relations, which has been concerned with the voice and image of big businesses for nearly a century and encompasses two broad aspects of organizational communication which are management communication and marketing communication. Management communication is communication between the management team of an organization and its internal and external publics while marketing communication also referred to as integrated marketing communication are messages targeted at a defined audiences for a company's products or services and comprises the promotion part of the traditional four P's of the marketing mix that include price, place, promotion and product (Gary & Balmer, 1998).

Argenti (2009) looks at corporate communication as communication in company context generally and includes marketing communication. In practice, corporate communication consists of messages targeted at various clearly defined publics of an organization who may be internal and/or external to the organization (Gary & Balmer, 1998).

Unlike marketing communication which is narrower in its target audience, and mostly concerns a segment of the external publics of an organization-the market, organizational communication is broader and covers intra and inter-organizational communication activities (Argenti & Foreman, 2002).

Today, organizational communication or simply corporate communication covers a wide range of communication aspects including internal communications, media relations, donor relations, government relations, crisis communication and lobbying. Other areas include advertising, branding and brand management, corporate social responsibility, sponsorships, and employee communications (Gary & Balmer, 1998).

The fathers of public relations, Ivy Ledbetter Lee and Edward L. Bernays, identified a number of issues corporate communication managers face today. These key issues include the challenge of a growing climate in which corporations seek to create their images and project their voices, the need to understand and capitalize on the psychology of constituents and the creation of the best mix of communication channels (Argenti & Forman, 2002).

Argenti & Forman (2002) recommend well thought-out corporate communication strategies to address the above identified challenges. The objectives of such strategies should include corporate branding, minimization of discrepancies between the company's desired identity and brand features, and delegation of communication tasks. Other objectives should be mobilization of internal and external objectives, and formulation of effective procedures to make decisions on communication matters.

2.2 Global practice of corporate communication

Globally, corporate communication has over the years become a key management function in most organizations. A 2006 Conference Board Study in the United States of America conducted by Kathryn Troy found out that close to 80 percent of the country's largest corporations had corporate communication functions in their setups. In her report titled *Managing Corporate Communication in a Competitive Climate*, Troy (2006) identified media relations, speech writing, employee communications, corporate advertising, and community relations as key functions of corporate communication departments of the surveyed companies. Within this framework of findings, this study therefore sought to establish the role of corporate communication at NOCK in an attempt to establish if and how it contributed to the company's growth in the last five years (2008 to 2012).

2.3 Corporate communication practice in Kenya

In Kenya, a 2011 report by the PRSK found out that a majority of leading companies, private and public, have established corporate communication functions within their

management structures. Further, the PRSK report identified policy formulation, project management, political communication, advertising, corporate social responsibility, crisis communication and management, and media relations as some of the key functions of corporate communication in the surveyed companies. Using the case of NOCK, this study therefore sought to establish whether the functions identified in the 2011 PRSK report were properly outlined in the NOCK corporate communication policy and if they were, how relevant they were to the overall organizational objectives and growth of NOCK as set out in its 2008 to 2012 strategic plan.

In summary, the 2011 PRSK report found out that corporate communication is one of Kenya's emerging careers mostly preferred by women. The report also noted that corporate communication is increasingly becoming an integral part in the realization of the strategic objectives of many companies in Kenya. This was explained by the increasing budgetary allocations to corporate communication activities by the surveyed companies. The findings of the 2011 PRSK study on the growing importance of corporate communication as a key management function among many Kenyan companies formed the basis of this study. By using the case of NOCK, this research sought to establish the relationship between the growing relevance of corporate communication as an important management function and its role in the organizational growth of NOCK between 2008 and 2012. The study also sought to identify and propose indicators for monitoring and evaluating the role of corporate communication in organizational growth of NOCK. Lack of standard indicators for monitoring and evaluating the contribution of corporate communication to the realization of strategic objectives of companies was cited in the

2011 PRSK survey findings as one of the setbacks in the growth of corporate communication as an important management function among Kenyan companies.

2.4 Corporate communication at NOCK

The National Oil Corporation of Kenya (NOCK) set up its corporate communication department in 2008. The establishment of the department was done alongside the unveiling of a five year strategic plan 2008 to 2013. In setting up the corporate communication department, the NOCK board of directors outlined a number of strategic goals for the department among them brand management, crisis communication, internal communication, and external communication. This study therefore sought to investigate whether by implementing these functions, corporate communication made a contribution to the organizational growth of NOCK over the period.

For 20 years, between 1988 and 2008, NOCK experienced stagnated organizational growth. By the start of 2008, NOCK had 6 petrol stations in the country and a 0.5 percent market share. For the five years since the establishment of the corporate communication department, NOCK experienced exponential organizational growth. Over the period, NOCK grew its retail network to 95 service stations, its market share to 6.3 percent and returned to profitability. This study therefore sought to establish the role of corporate communication in the organizational growth of NOCK over the five year period as well as identify indicators for monitoring and evaluating the contribution of corporate communication in the attainment of NOCK's strategic objectives.

2.4 The Entrepreneurial Communication Paradigm & Theory

This case study was conducted within the framework of the Entrepreneurial Communication Paradigm (ECP) which is an illustration of the Entrepreneurial Organization Theory (EOT).

A growing number of communication and management scholars have been theorizing on the institutionalization of the strategic role of communication within organizations (Gregory, 2008). Gregory (2008) further observes that today, the field of strategic communication appears rich, broad and multidisciplinary albeit highly fragmented due to the multiplicity of management and organizational perspectives.

The Entrepreneurial Communication Paradigm (ECP) as advanced by Invernizzi, Biraghi & Romenti (2011) identified four ways through which strategic communication contributes to organizational growth. The ECP singles out aligning, energizing, visioning, and constituting as the ways through which strategic communication adds value to organizations (Alvarez & Barney, 2004). The ECP model is relevant to this case study as it enables the understanding of the role of corporate communication in organizational growth of NOCK by seeking to establish whether its corporate communication function was able to achieve these four key functions as outlined by the framework.

The ECP defines the aligning role of communication in corporate growth as encompassing environmental scanning and boundary spanning activities, as well as bridging and engaging roles. Thanks to its environmental spanning function, corporate

communication holds a privileged position for observing and interpreting the context in which an organization operates (White et al, 2001). The monitoring and interpretation of the on-going dynamics in environmental scanning stimulates management to formulate strategies and processes aligned with the on-going dynamics in the company social context and with the most relevant expectations of stakeholders. This facilitates the progressive legitimization of the company in its environment, which is a necessary condition in maintaining its long-term license to operate (Steyn, 2007).

Beyond boundary spanning and environmental scanning, the aligning dimension includes bridging with and engaging the most important stakeholders, developing solid symmetric relations and long-lasting partnerships with them (Grunig, 2001). Within this framework of the aligning function of corporate communication, this study sought to establish how corporate communication has enabled NOCK to establish and sustain long-term beneficial business relations with its various stakeholders including customers.

The Energizing component deals with the role of communication in stimulating organizational partners' orientation to innovation and in the creation of collaborative networks to drive innovation through the combination of existing resources, the development of capabilities and the spread of knowledge. Strategic communication supports management in reassuring stakeholders regarding changes due to innovation, supplying adequate information, and listening to what happens in the organizational context (Zerfass & Huck, 2007). Successful organizations should be innovation-driven and entrepreneurial studies stress how orientation to innovation is important in using

resources, competences and capabilities in innovative ways and in promoting individual entrepreneurial behaviors (Echols & Neck, 1998).

The Energizing dimension of communication transmits an innovative spirit to all organizational partners, stimulating them and giving them room for expression. As the efficacy of decision making increases proportionately to the number of participating members (Knights, 1997), strategic decisions should be rooted in the interchange between the organization and its most important interlocutors, rather than being defined only autonomously by the dominant coalition (Stroh, 2007). Corporate communication therefore has the aim of rendering organizational partners responsible by virtue of their being of key importance in implementing innovative processes (Dougherty, 1996) and communication professional activists should concentrate more on facilitating rather than on managing communication.

The Visioning dimension of communication in organizations concerns the definition and diffusion of corporate mission, strategies and guiding values in order to envision and to share a common vision of the future, as well as to deliver coherent messages. Entrepreneurial organization studies highlight the transformative and visionary role performed by management in modeling corporate strategies and in creating a meaningful vision around organizational projects (Gupta et al, 2004). In this regard the communication activity focuses on what to communicate in order to obtain the desired effect (Stroh, 2007). In the context of the ECP, visioning refers to communicating the decisions regarding strategic company choices in order to channel collective energy

towards common goals consistent with company mission and guiding values. Strategic communication activities are essential in shaping a single, clear company position in the minds of its stakeholders as well as in developing a solid long-term reputation (Cornelissen, 2008).

The Visioning dimension corresponds to the enabling role of communication (Zerfass, 2008), which means that communication facilitates the implementation of company decisions. In order to do so corporate communication follows the actual decisional momentum and exercises influence on the ways in which decisions are communicated and carried out. This means knowing how to unfold innovative potential in an organization, to overcome critical obstacles, and to resolve any opposition through constant search for commitment on the part of key stakeholders (Howell & Higgins, 1990). This case study therefore sought to find out whether the corporate communication function at NOCK has been able to achieve the visioning objective as outlined by the ECP.

The Constituting dimension of strategic communication refers to the enactment of competitive environment and organizational settings through communicative activities and the sense-making processes of organizational stakeholders. As opportunities become real in the creative mind of the entrepreneur (Zander, 2007), the entrepreneurial attitude of the organization is closely tied to the ability to activate, build, and re-invent the organizational competitive scenario (Gupta et al., 2004) on the basis of the individual interpretations of the reality (Weick, 1994). The role of communication in sense-making

processes consists of pin-pointing in advance the communicative aspects of decisions taken, of the strategic options the organization has at its disposal, and of the specific strategic objectives. Corporate communication is more than an infrastructural component of the business. It feeds the decisional process, influencing its contents through the reflective activity of the analysis and interpretation of the competitive and organizational context. The constitutive component plays a crucial role in the definition of the communicative aspects of decisions, completing the different ways in which communication contributes significantly to the corporate decision making process. Through this case study, the researcher therefore wanted to find out whether the corporate communication function at NOCK has been able to enact a competitive environment necessary for organizational growth as outlined in the ECP.

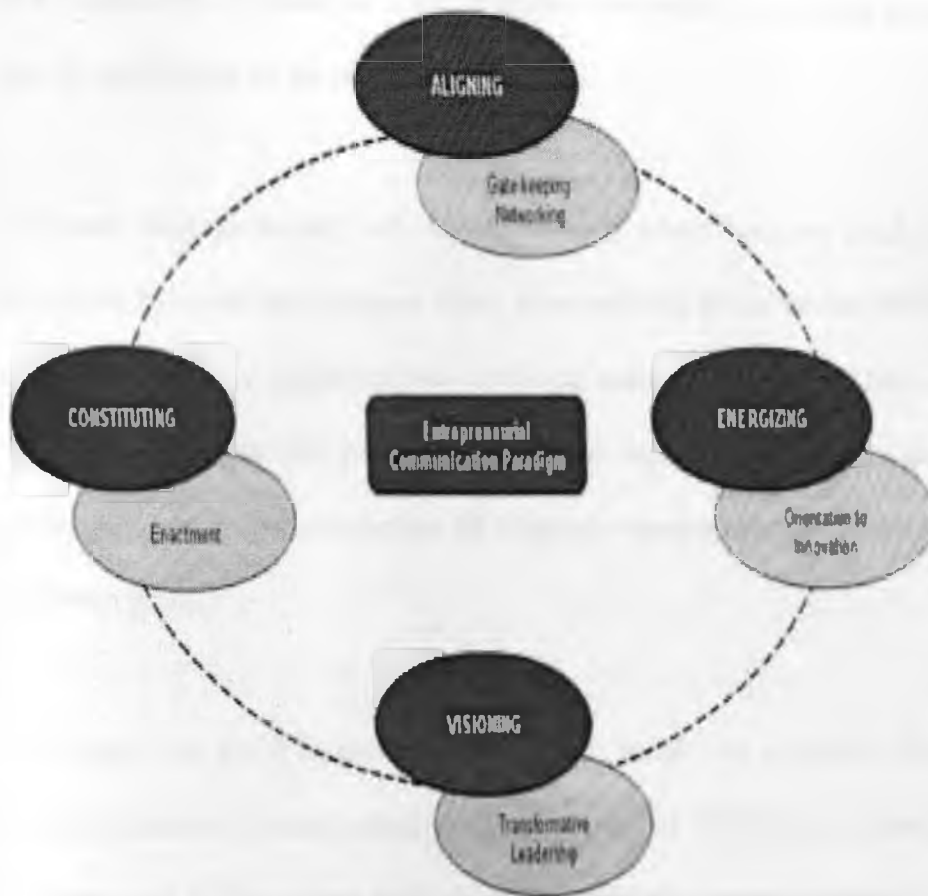


Figure 1: The Entrepreneurial Communication Paradigm (ECP) and its underlying dimensions from the Entrepreneurial Organization Theory (adapted from Invernizzi & Romenti, 2011).

In figure 1 the Strategic Communication Paradigm is represented. The model synthesizes the roles of the strategic communication activities in supporting the organizational decision making processes. Each dimension of strategic communication is related to its corresponding dimension of the Entrepreneurial Organization Theory (EOT). The comparison between the communication and the EOT dimensions shows the role that

each component of strategic communication exercises in creating competitive advantage and in contributing to the success of the firm.

The four dimensions are not related to each other because each dimension must be evaluated by itself and because there is no starting point where the support of strategic communication to organizational decision making begins. Instead, as entrepreneurial organization theory and practice suggest, an entrepreneurial idea and activity can start from any phase or dimension of strategic communication and continue, following different paths.

By using the EOT framework, this study sought to establish the role of corporate communication in the organizational growth of NOCK by identifying indicators of growth and linking them with specific corporate communication activities. The study further used the EOT framework to identify indicators for monitoring and evaluating NOCK's corporate communication activities as well as make recommendations for enhancing the contribution of corporate communication in the organizational growth of NOCK.

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CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Research Methodology

The study was based on qualitative research methodology. A qualitative methodology was preferred over a quantitative methodology due to its ability to provide detailed data and to tell the story from the point of view of the actors, (Silverman, 2005; Baxter, 2003) in this case study, the managers and service station dealers at NOCK. Because a qualitative approach allows for a framework of data collection methods that are more flexible for instance semi-structured interviews which were used in this study, than most quantitative methods, for instance questionnaires, it was more likely to allow the respondents to offer their own interpretations and explanations of events, as opposed to having responses categorized into an analytical framework preset by the researcher (Albarran, et al, 2006).

The primary objective of qualitative research is to generate rich detailed data about the issue under investigation and therefore the flexibility of semi-structured interviews allowed the researcher to probe the respondents for details in search of a 'fuller picture' of events. Such an approach enabled the researcher to understand, explain and interpret the phenomenon under investigation from the perspective of the people being studied (Bryman, 2004).

3.2 Research Methods

Semi- structured interviews of NOCK managers and service station dealers were used in answering the three research questions, namely: What role did corporate communication play in the growth of the National Oil Corporation of Kenya (NOCK) in the last five years, 2008 to 2012?, What are the indicators that can be used to monitor and evaluate the role of corporate communication in organizational growth of the National Oil Corporation of Kenya (NOCK) between 2008 and 2012?, and What are the strategies that can be adopted to enhance the role of corporate communication in the organizational growth of the National Oil Corporation of Kenya (NOCK) in the next five years 2012 to 2018.

3.3 Sampling Procedure

For this case study, a purposive sample of 10 respondents was picked. The 10 respondents consisted of 5 senior NOCK managers including the finance, marketing, corporate communication, retail sales managers and the managing director. The other respondents were 5 service station dealers drawn from NOCK's retail regions namely Nairobi, Mombasa, Mount Kenya, Western and Nakuru. Purposive sampling was preferred for this case study because it allowed the researcher to choose a case because it represents some feature or process in which the researcher was interested in (Silverman, 2005). The 5 senior NOCK managers interact closely with corporate communication and may have had important information on its role in the organizational growth of NOCK over the last five years 2008 to 2012.

NOCK has split the country into five retail regions and the selected service station dealers gave a national representation of the role of corporate communication in the organizational growth of NOCK in the last 5 years, 2008 to 2012. From the service station dealers, the researcher was interested in finding out from them their view on the role of corporate communication activities in the business growth of NOCK over the last five years. The sampled service dealers have been with NOCK for the five year period being studied, 2008 to 2012, and therefore presented their views based on their experiences and interactions with NOCK's corporate communication activities over the 5 years.

3.4 Data Analysis

The interview responses of this case study were analyzed and categorized on the basis of the four roles of corporate communication in an organization as outlined in the Entrepreneurial Communication Paradigm (ECP) as discussed in the theoretical framework section. The four functions of strategic organizational communication as outlined in the ECP are aligning, energizing, visioning and constituting.

After transcribing the interviews, the researcher read through the responses noting down the main ideas in each set of data on the basis of the research questions and theoretical framework. The researcher then coded the data to see what themes emerged, then re-coded the data according to the themes that had been identified. The identified themes were then compared with the 4 ECP roles of corporate communications to see if they

correspond. The researcher then organized the data on the basis of the identified themes in line with the four roles of strategic communication as discussed in the ECP.

With the aid of thematic analysis, the transcripts of the interviews were analyzed for recurring patterns and meanings. The recurring patterns or themes in an interview capture the essence of an account and lead us to a practical understanding of meanings and actions (Lindlof & Taylor, 2002).

In the first wave of analysis, the researcher undertook the following activities:

- 1) Reading and re-reading all the interview answers carefully bearing in mind the interview questions, research questions, study objectives and discussion topics
- 2) Grouped all responses under the broad themes of the organizational roles of corporate communication as outlined in the ECP model namely aligning, energizing, visioning and constituting.
- 3) Underlined parts of the responses that captured a particular sub- theme and made rough categories of all answers that seem to belong together creating a label/code in the form of one word or two at the bottom of each response
- 4) The coded responses were then subjected to constant comparative analysis, where each response was compared with all others to establish consistencies or differences in themes in order to develop conceptualizations of the possible relations between the various pieces of data.

In the second wave of analysis, the coded key words and categories within each broad theme were narrowed down into sub-topics and secondary themes for the purposes of in-depth analysis.

The analysis of the qualitative interviews on the themes helped the researcher in answering all the three research questions

CHAPTER FOUR

DISCUSSION AND ANALYSIS OF RESEARCH FINDINGS

4.1 Introduction

This chapter presents, discusses and analyses the main trends of research findings from the qualitative semi- structured interviews of five NOCK managers and 5 service station dealers. The five NOCK managers interviewed were the Finance Manager, Sales and Marketing Manager, Corporate Affairs Manager, Retail Sales Manager and the Managing Director. The five service station dealers were purposively sampled from each of the five NOCK retail regions namely Nairobi, Mount Kenya, Nakuru, Western and Mombasa.

The researcher took hand notes during the qualitative face-to-face interviews with the NOCK managers and service station dealers. The interview notes were used in the thematic analysis to provide qualitative understanding of how NOCK managers and service station dealers viewed the role of corporate communication in the organizational growth of NOCK over the last 5 years, 2008 to 2012.

This chapter therefore gives an in-depth analysis of the interview findings based on the four broad themes that informed the interview questions. The main aim is to link the research findings with the reviewed literature and the theoretical framework.

The interview questions were categorized into four broad areas namely: contextual questions through which the researcher sought to find out the understanding of the respondents of how corporate communication operates at NOCK.

The second tier of questions were on what the respondents viewed as being the role of corporate communication in the organizational growth of NOCK over the 5 year period of the case study. The aim of the questions in this segment was to establish from the respondents what, in their view, is the role of corporate communication in NOCK's organizational growth by isolating NOCK's corporate communication activities and linking them with the stated NOCK's corporate objectives.

The third thematic set of questions was on the indicators for monitoring and evaluating the role of corporate communication in the organizational growth of NOCK. Here, the aim was to pick out elements of NOCK's corporate communication activities that would be used to establish a tool for monitoring and evaluating the effectiveness of corporate communication as a management function for NOCK.

The fourth set of thematic questions focused on how NOCK can enhance the role of corporate communication in the organizational growth of NOCK. The main aim here was to get the views of NOCK managers and service station dealers on how best to structure NOCK's corporate communication strategy so as to make it have a more enhanced impact on the organizational growth of NOCK for the next five-year strategic plan period, 2013 to 2018. (See interview guide attached as Appendix 1).

Five key NOCK managers and five service station dealers drawn from the five retail regions were interviewed for this study in August 2012. The researcher took hand notes of the 10 interviews which were analysed.

The researcher assured the interviewees confidentiality and anonymity and therefore all the responses were coded for identification. For example the code SM was used for responses from NOCK's sales and marketing manager, FM for finance manager, CA for corporate affairs manager, MD for managing director, DM for Mombasa service station dealer, and DE for Eldoret service station dealer. In this analysis of the study findings, the researcher will not attribute quotations to ensure anonymity of respondents. This chapter ends with a summary of the research findings discussed which leads us to the next chapter on the overall conclusions that can be deduced from the study findings and the recommendations that can be made.

4.2 Analysis and discussion of Interviews

4.2.1 Responses on the contextual factors for the organizational growth of NOCK

To get an insider's view of the contextual factors that have led to the organizational growth of NOCK in the last 5 years, the following question was posed to the interviewees: What would you say are the factors that have contributed to the organizational growth of NOCK in the last five years? The question was formulated in line with the first research question: What role did corporate communication play in the organizational growth of the National Oil Corporation of Kenya in the last five years, 2008 to 2012?

This question was asked of all the interviewees but the researcher was keen to get detailed accounts from NOCK managers and dealers who have been with the corporation since the launch of the current five-year strategic plan, 2008 to 2012 in the year 2008.

The main aim of the question was to get an insider's view of how NOCK has grown from a loss making organization to a profitable enterprise. The researcher was interested in finding out if the introduction of the corporate communication function contributed to this organizational growth.

Managers and station dealers who have been with NOCK since 2008 observed that through advertising and increased public engagement as facilitated by the corporate communication unit, they had observed the business grow steadily over the five years.

One of the interviewees responded as follows:

... With the establishment of the corporate communication unit in 2008 led to a shift in NOCK's marketing communication. The corporation became more proactive and engaged more with its customers through paid up adverts and publicity activities including brand promotions and with this the business started growing steadily... (Interview, 2012)

Another respondent added that:

.... For the five years since the launch of the current NOCK corporate communication strategy, I have witnessed unprecedented business growth. Prior to 2008, the corporation experienced stagnated business growth mostly because NOCK product brands had very little visibility in the market. Today, NOCK's product brands are highly visible due to the role being played by the corporate communication unit in managing the brands and as such business is also growing... (Interview, 2012).

From the responses on the contextual factors contributing to the organizational growth of NOCK, the researcher established that corporate communication played a role in the organizational growth of NOCK since 2008 mainly through its market engagement and penetration activities including product brand promotion, advertising, corporate social responsibility, sponsorships and public relations.

4.2.2 Responses on the role of corporate communication in the organizational growth of NOCK

This thematic area sought to find out from the respondents what they thought was the role of corporate communication in the organizational growth of NOCK between 2008 and 2012 as outlined in the first research question which reads: What role did corporate communication play in the organizational growth of the National Oil Corporation of Kenya in the last five years, 2008 to 2012?

From the responses gathered, it emerged that interviewees believed that corporate communication had a positive contribution to the recorded organizational growth of NOCK during the five year period. On the specific question: What, in your opinion is the role of corporate communication at NOCK? Respondents listed a number of roles among them creation of brand awareness through advertising and public relations; management of stakeholder relations; and creation of public goodwill for business to thrive. One of the managers responded as follows:

...in my opinion, corporate communication should be the link between NOCK and its stakeholders, both internal and external and in so being, corporate communication should endeavor to promote a mutual relationship between NOCK and these identified stakeholders. The good relationships between NOCK and its stakeholders should in turn translate into more public good will and business growth... (Interview, 2012)

One of NOCK's dealers gave their view as follows:

...I think corporate communication at NOCK helps enhance the image of the corporation and by so doing contribute to the business by making sure that the market is aware of NOCK and its products... (Interview, 2012)

From these responses, it came out that key stakeholders at NOCK, managers and dealers, understand the role that corporate communication play at NOCK. However, some of the respondents were of the view that the role of corporate communication at NOCK needs to be enhanced so as to have more impact on the organizational growth of NOCK. In this regards, one of NOCK's dealers made this observation:

....In my view, corporate communication played a key role in the growth NOCK experienced in the last four years. However, the corporate communication unit needs to come up with ways of enhancing its contribution to the growth of NOCK going forward... (Interview, 2012)

On the question: Would you relate the organizational growth of NOCK, from 2008 to 2012, to the activities of corporate communication? The respondents generally felt that there was a direct relationship. One of the dealers remarked as follows:

....there is a direct connection between corporate communication activities and the business of NOCK. For instance, my station experienced increased sales whenever NOCK ran a marketing campaign or promotion. I have also witnessed increased sales whenever my service station is freshly branded unlike when the colors are falling off...(Interview, 2012).

On the same question, a senior NOCK manager had this to say:

...I have seen an obvious relationship between corporate communication activities and business growth and there are several examples to cite here. One instance would be when we advertised in the newspapers looking for stations to buy or lease for our retail network expansion and the response from the public was overwhelming. I can directly attribute the rapid retail network expansion to this particular advertisement... (Interview, 2012)

There was a general consensus among the respondents that there exists a direct positive relationship between corporate communication activities and the business performance of NOCK. However, respondents also cited other factors that have a direct positive impact on NOCK's business performance which are not related to corporate communication. These factors as mentioned by a number of respondents include product pricing and general public goodwill resulting from the fact that NOCK is State Corporation whose

products and services are naturally trusted. On this subject, one of the interviewees stated as below:

...in an as much as the organizational growth of NOCK in the last couple of years may be directly attributed to an aggressive corporate communication strategy adopted by the corporation in 2008, there are other factors such as pricing and general public goodwill that may have a part to play...(Interview, 2012)

On the question: What are the activities of corporate communication at NOCK? The responses from the interviewees varied considerably. However, there were a number of responses that were similar. The most common activities of corporate communication at NOCK as cited by respondents included: advertising, corporate social responsibility, sponsorships, media relations, events management, internal communication and brand management. One of the comprehensive responses on this question came from one of NOCK's senior managers who listed these activities as below:

...I think corporate communication activities at NOCK include media relations, writing and editing, advertising, social responsibility and brand management...
(Interview, 2012)

The essence of asking this question was to establish how well NOCK stakeholders understood the role of corporate communication at NOCK and whether they had interacted with the activities of corporate communication. Responses from this question were important in establishing the relevance of corporate communication to NOCK's strategic business goals and objectives. The general observation from the responses,

however, is that key internal and external stakeholders of NOCK including managers and dealers understand the functions of corporate communication in NOCK.

In this thematic segment of the interview questions, the study sought to find out whether NOCK's internal and external stakeholders, managers and staff, understood why corporate communication unit was established at NOCK by asking the question: In your opinion, what were the objectives of establishing the corporate communication unit at NOCK? Information derived from this would help the researcher to establish how effective corporate communication was being used by NOCK as a key management function. Just like in the previous question on the activities, responses to this question varied from respondent to respondent but there were a number of common objectives cited by the respondents and these included: 'to create sustainable business relationships; to manage information; to support marketing communication activities; and to enhance engagements with the public'.

The study sought to find out from the respondents the relevance of corporate communication in NOCK by posing the question: Do you think corporate communication is relevant to the organizational growth of NOCK? The main aim of this question was to establish the institutional support for corporate communication within NOCK. All the ten interviewees agreed that corporate communication was relevant and gave reasons why they thought so. One of NOCK's dealers gave the following justification:

...as the voice and face of NOCK, corporate communication is central to ensuring that NOCK's products and services remains visible in the market and by so doing contribute to NOCK's organizational growth...(Interview, 2012)

On the same question, a NOCK manager noted as below:

...the future of this business (petroleum marketing) is the how strong one's corporate brand is. It is a fact that petroleum products are homogeneous and therefore market differentiation is in the brand. This explains why brand management as a function of corporate communication will be relevant to the future organizational growth of NOCK... (Interview, 2012)

From the responses gathered on this question, it is generally agreed that corporate communication is relevant to the organizational growth of NOCK in several ways including in ensuring that NOCK's products and services are remain visible in a crowded market and also in shaping and managing the right brand identity for NOCK and its products.

The last question of this thematic segment sought to find from the respondents what in their view should be functions of corporate communication at NOCK by posing the question: Ideally, what should be the functions of corporate communication in an organization? Just like in earlier questions, responses to this varied from respondent to respondent with a number of points featuring repeatedly. Some of the functions common in the responses included; media relations, writing and editing, corporate social

responsibility, sponsorships, advertising, and internal communications. One of the longest responses to this question came from a NOCK manager who listed the functions as below:

...crisis communication, media relations, sponsorship management, corporate social responsibility, managing publications, advertising, brand management, internal communication, and stakeholder relations and lobbying... (Interview, 2012)A NOCK service dealer outlined the following functions:

...public relations, crisis communication, advertising, stakeholder relations and brand management... (Interview, 2012)

It is evident from responses that NOCK stakeholders understood the functions of corporate communication in corporate entity and would be helpful when revising NOCK's corporate communication strategy for the strategic planning period 2013 to 2018.

4.2.3 Responses on the indicators for monitoring and evaluating the role of corporate communication in organizational growth of NOCK.

In this thematic set of two questions, the study sought to answer question two of the research question which reads: What are the indicators that can be used to monitor and evaluate the role of corporate communication in organizational growth of the National Oil Corporation of Kenya between 2008 and 2012?

With the first question: **Do you think it is important to monitor and evaluate the role of corporate communication at NOCK? If yes, why?** The study sought to establish whether respondents thought it was important to monitor and evaluate corporate communication activities and why this important to NOCK. All of the ten respondents agreed that corporate communication activities needed to be monitored and evaluated. The respondents gave varying reasons for choosing to support the monitoring and evaluation of corporate communication. There were however a number of common reasons in the responses among them: 'establish the effectiveness of corporate communication activities; align corporate communication activities with the strategic organizational objectives; get valuable feedback to help enhance corporate communication activities; establish the relevance of corporate communication to organizational growth; and inform management of organizational resources'. A senior NOCK manager stated the following as her main reason for supporting the monitoring and evaluation of corporation:

...corporate communication activities are very expensive and as such they need to be closely monitored and evaluated to ensure a value return on the money invested in corporate communication activities... (Interview, 2012)

Another NOCK manager responding to this question noted as thus:

...corporate communication just like any other management function needs to be monitored and evaluated because it is an investment. However, the outcome of such monitoring and evaluation should not be looked at in terms of monetary value or

contribution to the bottom-line only. Corporate communication adds intangible value to NOCK in terms of brand equity whose benefits may not be immediate... Interview, 2012)

On this question of monitoring and evaluating corporate communication activities, one of NOCK's long serving service station dealer said:

...off course it is important to monitor and evaluate NOCK's corporate communication activities and the main reason is that the outcome of corporate communication activities may be deceiving and unless an empirical measurement is done, one may not really tell the value that corporate communication adds to the corporation... (Interview, 2012)

Generally, the view among NOCK stakeholders is that it is important to monitor and evaluate corporate communication activities and to justify their views, the stakeholders gave their reasons some of which have been highlighted in the quotations as cited in this analysis.

The second question in this thematic area sought the views of the respondents on how to monitor and evaluate corporate communication activities by asking the question: **How do you think the role of corporate communication in the organizational growth of NOCK can be monitored and evaluated?** The aim of asking this question was to come up with a list of indicators the respondents thought would be important in monitoring and evaluating corporate communication activities at NOCK. The responses to this question varied from respondent to respondent but there were answers appeared severally among

them: 'use of public feedback mechanisms including emails and phone calls; use of sales volumes; use of consumer research; and calculations of returns on financial investments'.

One of NOCK's service station dealers listed his indicators for monitoring and evaluating corporate communication activities as below:

...in my view, the following indicators should be used when monitoring and evaluating corporate communication: calculations of return on financial investments; public feedback; sales volumes and public perception surveys/research. However, one should be careful not to use financial returns as a measure for monitoring and evaluating corporate communication because its activities adds more intangible economic value to any organization... (Interview, 2012)

Respondents generally felt that it was important to monitor and evaluate corporate communication activities but were keen to caution against the use of monetary value as the benchmark for monitoring and evaluating corporate communication activities.

4.2.4 Responses on enhancing the role of corporate communication in the organizational growth of NOCK.

Questions in this thematic area of the study generally sought proposals from respondents on ways of enhancing the contribution of corporate communication to the organizational growth of NOCK in response to the third research question which read: **What are the strategies that can be adopted to enhance the role of corporate communication in**

the organizational growth of the National Oil Corporation of Kenya in the next five years (2012 to 2018)?

The first question read: **Do you think the corporate communication unit at NOCK has been properly set up to play a role in organizational growth? If, no, what in your opinion needs to be done?** This question was meant to gather information from the respondents how, in their view; corporate communication at NOCK needs to be structured so as to impact more on the organizational growth of NOCK going forward. Responses to this question varied from respondent to respondent with eight out of the ten respondents indicating that corporate communication was not properly aligned at NOCK. One of NOCK's managers responded as below to this question:

...it is not well positioned. What needs to happen is to increase funding for corporate communication activities. With an adequate budget, corporate communication will be able to have more impact on the organizational growth of NOCK... (Interview, 2012)

Another manager had this response to the question:

...the current positioning of the corporate communications unit within NOCK's management structure is wrong. Corporate communication needs to be elevated into a department with a head of department so as to enhance its influence within the corporation. With an enhanced status, corporate communication will be better placed to bargain for more resources to enable it perform its functions... (Interview, 2012)

A NOCK service station dealer had a different view on this question and made the remark below:

....in my view, corporate communication is currently properly positioned within NOCK. what needs to be done is increase resourcing of corporate communication activities in terms of human and financial resources. The other thing that needs to be done is for the corporate communication team at NOCK, to involve the corporation's stakeholders including dealers in planning and executing corporate communication activities... (Interview, 2012)

In the second question of this thematic area, the study sought to find out from respondents what they thought was the significance of corporate communication to NOCK as a key management function by asking the question: **What is your proposal to the management and the board of directors of NOCK on the significance of corporate communication as a key management function?** All of the ten interviewees responded to this question indicating that corporate communication was a key management function and gave their reasons why they thought so. The reasons cited by respondents for supporting corporate communication as a key management function were many and varied but the main ones included: 'is an important tool for marketing communication; key in crisis management; key in stakeholder relations; importance in media relations; key in community engagement activities; and central in brand management'. One of NOCK's service station dealers remarked as below:

...corporate communication plays in key role in marketing of NOCK and its product brands and therefore it is an important management function....
(Interview, 2012)

Another dealer said that:

...in this era of companies' increasing involvement in community activities through corporate social responsibility initiatives, it is important that NOCK establishes a strong corporate communication unit to support its growing business presence across the country... (Interview, 2012)

From these responses, the general view of the respondents is that corporate communication is a key management function at NOCK and therefore NOCK's management needs to expand its scope and invest more human and financial resources in its expansion. Further, NOCK needs to realign its corporate communication strategy to its overall organizational growth strategy by enhancing its participation in emerging aspects of corporate communication such as corporate social responsibility and sponsorship management

4.3 Summary of Findings

From the responses gathered from the interviews, respondents generally seem to agree that corporate communication played a significant role in the organizational growth of NOCK over the years 2008 to 2012. They further showed great awareness of corporate communication activities at NOCK and how these activities affected the business

operations at NOCK. Respondents were able to list a number of corporate communication activities of NOCK and link them with certain aspects of the business including growth in sales volumes and brand equity.

The respondents also generally agreed that corporate communication was a key management function at NOCK and had played a key role in its transformation over the years. They pointed out that going forward, the corporate communication function needs to be strengthened so as to enable it have a big role in the organizational growth of NOCK.

From the study, it is evident that objectives of the current corporate communication strategy were not properly aligned to the organizational goals of NOCK. The respondents suggested that, the corporate communication objectives need to be in line with the organizational objectives of NOCK. The respondents further pointed out that the corporate communication function was not properly positioned within NOCK's organizational structure. A majority of the respondents were of the view that NOCK needs to increase its financing for its corporate communication activities, create a department of corporate communication led by a head of department reporting directly to the managing director and increase the scope of corporate communication activities to include aspects such as lobbying.

On the issue of monitoring and evaluating the role of corporate communication in the organizational growth of NOCK, respondents were unanimous that this needs to be done

and indicators for doing this needs to be identified. The respondents gave a number of indicators to consider including use of calculations of return on investments, use of sales volumes, collection of public feedback on corporate communication activities, and use of periodic public perception surveys.

Finally, it is evident from the responses that corporate communication activities played the four strategic roles of organizational communication as outlined by the ECP model namely aligning, energizing, visioning, and constituting. However, the general view of the respondents is that the corporate communication function needs to be enhanced through increased funding, expansion of its scope to include emerging areas of practice such as lobbying and proper positioning with the organization.

CHAPTER FIVE

CONCLUSIONS AND RECOMMENDATIONS

5.1 General Conclusions

Findings from this case study are in agreement with the findings of the 2011 PRSK study cited in the literature review that corporate communication is fast becoming a key management function among Kenyan companies. The findings of this research established that corporate communication was important to the organizational transformation and growth of NOCK from a loss making corporation in 2008 to a profitable enterprise by 2012.

The study findings show that NOCK's management is increasingly becoming aware of the significance role that corporate communication plays in the realization of its organizational goals. The NOCK management is therefore looking at ways of enhancing the role of corporate communication in the realization of the corporation's objectives. One of the ways that the NOCK management is using to enhance the role of corporate communication in the organizational growth of the corporation is by increasing budgetary allocation for corporate communication activities.

This study established that NOCK management and service station dealers are keen on the development of a standard checklist of indicators for monitoring and evaluating the role of corporate communication in the organizational growth of NOCK and in the realization of NOCK's strategic objectives. Further, the study found out that the scope of

corporate communication as management function at NOCK is ever expanding and that NOCK's management needs to include new and emerging aspects of corporate communication such as lobbying and research so as to enhance the contribution of corporate communication to NOCK's organizational growth.

5.2 Recommendations

If corporations accept the postulations of the ECP on the role of strategic communication in organizational communications advanced by Invernizzi, Biraghi and Romenti (2011) as being aligning, energizing, visioning, and constituting activities then corporate communication will have enhanced contribution to their organizational growth.

Corporate communication is fast becoming a key management function within organizations (see Alvarez and Barney, 2004). From these study findings, it is evident that NOCK's top management and service station dealers consider corporate communication as having played a key role in the organizational growth of NOCK in the years 2008 to 2012. What this means is that companies need to invest more and position their corporate communication functions strategically so as to extract maximum value from their activities.

The study recommends that companies need to keep expanding the scopes of their corporate communication activities in line with the growing relevance of corporate communication as a key management function within companies. The study identifies new areas such as lobbying and market research activities which it recommends to be

included in the corporate communication scope. As they expand the scope of corporate communication, companies need to increase resourcing for corporate communication activities so as to reap maximum benefits from corporate communication activities.

Measurement of the role of corporate communication in the organizational growth of any company is important in enhancing the contribution of corporate communication as a key management function within companies. This study recommends that companies identify indicators for monitoring and evaluating the contribution of corporate communication to the attainment of their organizational goals by use of indicators such as growth in sales, public perception surveys and rise in brand equity. However, organizations need not solely rely on direct economic contribution of corporate communication to the organizational growth as the main measure of the role of corporate communication in a company's organizational growth. The study identifies a number of intangible and often long-term benefits that a company derives from corporate communication activities including public goodwill and enhanced brand equity which may not directly translate to immediate economic value. Corporate communication should therefore be looked at as an investment with long-term benefits rather than a short term economic activity.

This study recommends that when structuring their corporate communication strategies, companies should always seek to align their corporate communication objectives with their overall business objectives. This recommendation is in cognizance of the findings of this study that corporate communication is fast becoming a key organizational management function. Related to this recommendation, this study found out that

stakeholders of a company have a valuable role to play in the development of its **corporate** communication strategies and in the shaping of its activities. This study **therefore** recommends that when structuring their corporate communication policies, **companies** should seek opinions and input from their key internal and external **stakeholders** including business partners and employees. Companies can use a number of **methods** cited in this study such as public perception surveys to gather information from **these** stakeholders and the information gathered should enrich companies corporate **communication** strategies.

Finally, this study recommends that more scientific studies be conducted on the role of **corporate** communication in various key aspects of organizational existence and **wellbeing** such as employee retention, market penetration and public goodwill. Such **studies** would help enrich corporate communication as a discipline of study and a **growing** management function.

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APPENDICES

Appendix 1:

Interview Guide for NOCK managers and service station dealers

Introduction

Thanks a lot for taking time to talk to me.

Let me give you some background information on the research for which am conducting the interviews.

I am an MA Communication Studies student at the School of Journalism and Mass Communication, University of Nairobi. My MA Research Project s is titled "An Investigation into the role of Corporate Communication in Organizational Growth: A case study of the National Oil Corporation of Kenya." The main idea of the interviews is to find out if/ how corporate communication has contributed to the organizational growth of NOCK between 2008 and 2012. The interviews are therefore part of my data collection process in order to complete my MA Research Project.

I would like to assure you that any information you are giving during this interview will be treated with absolute confidentiality. The interviewer will take notes during the interviews and there will be no mention of names either in the notes text or in the finished MA Project Report. The interviewer will use codes to anonymise the identity of the interviewee. So any publication or report will use only that code. We will also make sure that any details for example specific job titles that could help reveal the identity of our interviewees will be deleted from the transcribed text,

Please keep in mind that we are interested in your own opinions and experiences in how you personally see the role of corporate communication in the organizational growth of NOCK between 2008 and 2012.

Interview questions

Contextual questions

1. How long have you worked as a manager for NOCK/ current position?
2. What would you say are the factors that have contributed to the organizational growth NOCK in the last five years?
3. Would you corporate communication has contributed to the growth of NOCK in the last 4 years? If yes, how?

Role of corporate communication in the organizational growth of NOCK

4. What, in your opinion, is role of corporate communication at NOCK?
5. Would you relate the organizational growth of NOCK, from 2008 to 2012, to the activities of corporate communication? If yes, how are they related?
6. What are the activities of corporate communication at NOCK?
7. In your opinion, what were the objectives for establishing the corporate communication unit in NOCK?
8. Do you think corporate communication is relevant to the organizational growth of NOCK?
9. Ideally, what should be the functions of corporate communication in an organization?

Indicators for monitoring and evaluating role of corporate communication in organizational growth of NOCK

10. Do you think it is important to monitor and evaluate the role of corporate communication at NOCK? If yes, why?
11. How do you think the role of corporate communication in the organizational growth of NOCK can be monitored and evaluated?
12. In your opinion, what are the indicators for monitoring and evaluating the role of corporate communication activities in organizational growth?

Enhancing the role of corporate communication in the organizational growth of NOCK

13. Do you think the corporate communication unit at NOCK has been properly set up to play a role in its organizational growth? If, no, what in your opinion needs to be done?
14. What is proposal to the management and the board of NOCK on the significance of corporate communication as a key management function?

Thanks a lot once again for taking time to answer the questions

About the interviewee and the interview

To be filled in by interviewer:

1. Name of interviewee
2. Job title
3. Sex
4. Date/time of interview

Appendix 2:

List of Interviewees (without job titles and service stations for anonymity purposes)

1. Sumayya Hassan-Athmani
2. Kamau Mugenda
3. Jane Njoroge
4. Esther Mwangi
5. Chrinus Genga
6. Lucy Wairia
7. Cosmas Odhiambo
8. Mohamed Isaak
9. Rhoda Lwali
10. Chris Kiptumo