

**STRATEGIC RESPONSES BY KENYA TELEVISION
NETWORK'S BROADCAST PROGRAMMING TO THE
CHANGING COMPETITIVE ENVIRONMENT**

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DECLARATION

This research project is my own original work and has not been submitted for the award of a degree in any other university or institution for any other purpose.

Signature.....

Date.....

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D61/61948/2010

This research project has been submitted for examination with my approval as the university supervisor.

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DEDICATION

This project is dedicated to my parents, for unwavering commitment and support to the education and learning of their children all the time, and the imparted high moral standards and to my Husband Kennedy Njiraini and our son Seth Kamau.

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ABBREVIATIONS AND ACRONYMS

BBC'	British Broadcasting Corporation
CCK	Communication commission of Kenya
CCTV	China Central Television
DSTV	Digital Satellite Television
DTT	Digital Terrestrial Television
KTN	Kenya Television Network
NMG	Nation Media Group
TV	Television

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ABSTRACT

This study was conducted to investigate the strategic responses adopted by Kenya Television Network due to changes in external environment with particular attention to broadcast programming. The study probed how changes in politics, economic conditions, social factors, regulatory framework and technology have determined the strategic direction taken in broadcast programming section. To achieve the objectives of the study a case study was undertaken where by 4 middle level managers and a staff in KTN's broadcast programming section was taken as the target population and were involved in the study. Data was collected through interviews conducted using a semi structured interview guide. Content analysis was used to analyse the data and the data in narrative form in line with emerging salient themes. The study found that KTN has responded relatively well to changes as a result of political influences and regulatory framework changes. The findings show that KTN has not responded well to changes in the environment and that explains its rating among broadcasters in Kenya. KTN has been unable to respond strategically to technological advances, and changes in the society which are affecting its operations. The study recommends that there is need for the owners/management of the media house to have a critical review of their operating environment and adopt proactive measures to respond to various changes affecting broadcasting especially technological and competitive forces.

CHAPTER ONE

INTRODUCTION

1.1 Background of the study

All types of organization are in existence to serve the different needs of the society. It is the process of satisfying the needs of the society they have to ensure that they exist long enough to be able to retain sustainable benefits to those who have created them. Organizations worldwide do not exist in a vacuum; they operate within a large environment, which as a result causes major challenges or presents great opportunities for an organization's overall performance. An understanding of the environment in which an organization is operating is therefore of great importance in its choice of strategies.

However organizations over time have realized survival is not guaranteed. Organizations have to justify their continued existence in society by their activities Aosa (1998). External environment refers to factors outside the organization that influence the way the organization operates Pearce & Robinson (2005). It is everything that is outside the organization boundaries that directly impacts on the success of the organization. The external environment provides the opportunities and threats for any organization. The media industry has had numerous opportunities over the past years, but with increased competition, threats have being emerging every now and then keeping the industry on its tops.

The media industry in Kenya is diverse, vibrant and is rapidly growing. It is referred to as the fourth estate. Opportunity presents as avenues for improving performance for the organization while a threat carries the potential to inhibit the success of the organization. A good understanding of the two forces is desirable if the organization is to remain relevant and competitive to ensure success in business. Cole (1990) states that open systems are those which do interact with their environment on which they rely for obtaining essential inputs and for the discharge of their systems outputs.

Ansoff and McDonnell (1991) state that successful environment serving organizations are open systems and the open property is made necessary by two factors, continued organization survival depends on its ability to secure rewards from the environment which replenish the resources consumed in conversion process. An organization identifies opportunities and threats in the environment and builds strategies by matching resources and capabilities to those opportunities and reducing the threats.

1.1.1 Strategic Responses

Most managers term strategy as their large scale, future-oriented plans for interacting with the competitive environment to achieve the company's objectives. A strategy is a company's game plan Pearce and Robinson (2005). Strategy concerns what a firm is doing in order to gain a sustainable competitive advantage Porter (1980). The principal concern of corporate strategy is identifying the business areas in which a company should participate in to maximize its long run profitability Pearce and Robinson (2005) have recommended three critical ingredients for the success of strategy.

Firstly, a strategy must be consistent with conditions in the competitive environment. Secondly, it must take advantage of existing and emerging opportunities and minimize the impact of major threats. Finally, a strategy must place realistic requirements on the firms' resources. The environment in which organizations operate is constantly changing with different factors influencing the organization. The general business environment has become more volatile, unpredictable and very competitive. Coping with the increasingly competitive environment has called on firms to rethink their strategies.

Strategic responses according to Pearce and Robinson (2005) are the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a firms objectives. Strategic responses are part of competitive strategies that organizations develop in defining its goals and policies. They are reactions to what is happening in the environment of the organization. Porter (1995) observes that the knowledge of the underlying sources of competitive pressure provides the groundwork for strategic agenda in action.

When organizations are faced with unfamiliar changes they should revise their strategies to match their turbulence levels Ansoff and McDonnell (1991). New technologies, new competition, new dimensions of social control and above all a unique questioning of the organization's role in the society define the unfamiliar world. Organizations must adapt their strategies to new environment Ansoff and McDonnell (1991). Changes in external environment will require new strategies which will in turn call for reformed organization capabilities. Strategic responses by companies reflect the firm's internal strengths and the opportunities faced in the external environment.

1.1.2 Competitive Environment

One of the environmental influences to a business arises from competition. Increased competition threatens the attractiveness of an industry by reducing the profitability of players. Competition exerts pressure on firms to be proactive and to formulate successful response strategies in the competitive environment, all in the effort to gain competitive advantage. Firms that do not respond effectively to increased competition are not likely to succeed in business.

Competition denotes the existence of firms that try to sell identical products or services to the same group of customers. Industry and competitive analyst seek to analyze the industry's competitive process to discover the main source of competitive pressure and how strong each of the forces is Porter (1985) explains his strategic options in light of analyzing the market opportunities and threats, which form the background of competitive behaviour. Companies pursue competitive strategies to gain a competitive advantage that allows them to smash rivals and achieve above average profitability.

Developing a competitive strategy is essentially developing a broad formula of how a business is going to compete, what its goals should be and what policies are needed to carry out these goals. Competitive environment grows out of an understanding of the rules that guide competition.

The strategy should therefore emphasize an improvement to the competitive position of the firm's product in the industry. If the firm is to prosper within an industry it must establish a competitive advantage over its rival's also known as competitive strategy.

1.1.3 The Media Industry in Kenya

The media industry, made up of the print-newspapers and magazines, electronic-television and Radio devices used for communication is commonly referred to as the fourth estate. The media industry in Kenya is diverse, vibrant and is rapidly growing Collender (2010). It includes five major daily newspapers, The Daily Nation, The Standard Newspaper, The Kenya times, The Star and The people, several weekly publications such as The East African, Business weekly over twenty FM radio stations and twelve television stations. The two major newspapers with the largest circulation are the Daily Nation established in 1960 published by the Nation Media Group (NMG) and the Standard Published by the standard Group Limited established in 1902.

The circulation of these two newspapers has doubled in the last decade while sharing 90 per cent of the market. The NMG also owns Nation TV and Radio and East African-a regional weekly newspaper with presence in Kenya, Uganda and Tanzania. NMG currently operates as the largest Media house in East and Central Africa. The standard Group also operates Radio Maisha and KTN.

Kenya's state owned KBC, remains the only broadcaster with countrywide coverage, followed by Citizen TV which also targets mass audiences. KBC, KTN, NTV, K24, Citizen TV, Kiss TV and QTV are the biggest free-to-air television stations in Kenya in terms of advertising and viewership. On the other hand, Radio Maisha, KBC, KISS FM, Royal media, Capita FM, Homeboyz Radio, One FM, Classic 105, Easy FM and XFM, are the popular radio stations in Kenya in terms of listeners and revenue generation.

The latest media wave in Kenya is the Pay TV. This media requires people to pay a certain premium so as to enjoy their quality selection of entertainment. The most popular Pay TV stations in Kenya are DSTV, ZUKU, GO TV and The Star times. The media in Kenya has been very self-confident.

They have played a key role in mediating relationships between citizens and the state, shaping the democratic dispensation in the country and have transformed how some of the marginalized people in society access information on issues that shape their lives. The new Kenyan constitution dated 2010 is more media friendly therefore allowing freedom of expression and freedom of the media.

1.1.4 Kenya Television Network

The Standard Group acquired Kenya Television Network, KTN, in 1991, 20 years after its inception the station has grown and extended broadcasting to most regions in Kenya. The station targets the viewers in the middle and upper socio-economic class. KTN was the first television station in Kenya to break KBC's monopoly. KTN's specialty was 'activism journalism'.

It developed its own aggressive and sophisticated news style and added a new form of entertainment to its belt. Since then KTN has remained to be an authoritative, informative and entertaining station. KTN is one of the five brands of the Standard Group Limited.

The key activities of the Standard Group are television broadcasting under the name KTN, Radio broadcasting under the name Radio Maisha, distribution of selected local and international newspapers, magazines through the Publisher's Distribution Services, PDS. The publishing of the Standard newspaper and the new county edition and the latest, online streaming.

Like any other business, KTN has had its challenges as it ventured into the business. Though it was privately owned, KTN struggled to provide independent news coverage because of excessive political interference with its editorial direction.

The political interference finally forced KTN to terminate its transmission of local news for over one year between 1993 and 1994. When KTN started broadcasting in 1990, it caused a major shift in the role of electronic media in Africa. The station caused a stir when it broadcast news bulletins that did not start with reports about the Head of State as was common throughout Africa at that time. KTN became so popular that there was a massive spike in television sales country wide.

Over the years, KTN has continued to put public interest first, and has become the voice of the voiceless. It has become the most trusted news station as it goes a step further to shun the government once it has disappointed the public's interests, a venture most television stations shy away from. This however has brought many challenges to the privately owned station, but at the same time gained the trust and viewership of its audiences. Ellis (2000) broadcast programming, which can also be referred to as scheduling, is the practice of organizing television shows or radio programs in a daily, weekly, or season-long schedule.

Modern broadcasters use broadcast automation to regularly change the scheduling of their programs to build an audience for a new show, retain that audience, or compete with other broadcasters' programs Eastman and Ferguson (2010). KTN is the home of award winning programs; it has a wide variety of programmes in which its vast audience can identify with. Over the years, KTN has been the leading television station with a wide range of entertaining programmes offered to its audience. KTN pioneered the industry with it's highly, educative, entertaining and informative programmes which kept its audience glued to the channel of their choice for many decades.

Famous old time programmes such as Neighbours, Life goes on, Fresh Prince of Bell Air, Sanford and Son among other programme titles are familiar to many of us because there was not readily available alternative for programming entertainment. However KTN diversified and brought to the table other forms of entertainment such as news features which make most people identify with the television station.

The award winning news features such as; Jicho Pevu, inside story, auto world, cheche za burudani among others, are informative, educative and authoritative as they keep the public updated on the most current affairs happening within their surroundings. KTN's success can be attributed to professionalism, team work, creativity and innovation making it the preferred informative, authoritative and entertaining television station.

1.2 Research Problem

Strategies applicable in one environment may not apply in a different environment as competitive environmental forces which are especially important for one organization may not be the same for another. The business environment in Kenya has drastically changed. The changes have presented serious strategic threats to existing firms. Strategic responses have been necessitated by major environmental dependency that has occurred in the media industry. Strategic responses outline measures to be taken to improve performance, increase revenue and retain customers of any organization. The internal and external environment of any organization is analyzed and this includes the emerging competitive environmental factors. The totality of any environment, internal or external, forms the basis for which organizations formulate their strategies. Successful companies take an outside view of their business.

They recognize that the environment is constantly presenting opportunities and threats and they must respond to them by continuously monitoring the environment. Competition will always present itself in various forms and organizations have to respond in a tactful manner so as to retain its customers and increase revenues.

Like any other organization, Kenya Television Network has been operating in an environment that is believed to be very competitive. Looking at the ever changing external environment; political, economical, social, technological and legal environment, we can notice the transformation in the country as well as in the media industry. The broadcast programming of this media house has undergone tremendous changes with the introduction of many players in this industry.

Audiences now have a wide variety of programming options to choose from and this must be a reason for KTN to stand out of the crowd and give its audience value for their time. There are many strategic decisions made for the improvement of KTN news, its broadcasting style, its policies and goals and these strategies are always reinforced. However, broadcast programming strategies have been introduced at KTN but are these strategies working for the station?

Previous studies have been carried out in relation to strategic responses by organizations in Kenya to the changing environmental conditions and their impact on these organizations. Studies by several authors (Chepkwony, 2003; Goro, 2003; Kinuu, 2007; Mwimbi, 2008) have found that Kenyan organizations have responded differently to changing operating environment conditions. Musyoka (2008) did a study focused on the strategic responses by Kenya Television Network to its external environment. Her study however left a void as no emphasis were put on broadcast programming which is the pillar of the station.

This is the main revenue earner of the station and workable strategies have to be taken to ensure the business stays afloat. This study will be particular to Kenya Television Network as strategic management is context sensitive. The research problem was therefore to develop a better understanding of the organization's response for its programming to the changes in the external competitive media environment.

1.3 Research Objectives

The study sought to establish the strategic responses by Kenya Television Network's broadcast programming to the changing competitive environment.

1.4 Value of the study

This study will benefit Kenya Television Network as it is expected to establish the capability of their responses in the face of increased competitive environment and also identifying forces in the external environment affecting broadcast programming and possible responses to these forces. The findings are expected to help Kenya Television Network identify any strategic gaps in their broadcast programming strategies and which they will adapt to counter the threat presented by the competitive environment.

The study will be of interest to the media industry, developers, investors and policy makers in the development of policy framework. Formulating policies on entertainment, censorship and increased local content within media houses will find this study to be of interest.

Apart from contributing to the existing literature in the field academicians will find it useful as basis for further research. It is expected to generate interest in the academic circles since the area has not been studied before, at least within Kenya Television Network.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this chapter is to highlight the work other scholars and researchers have done concerning strategic responses, the competitive environment and broadcast programming. Theoretical and empirical reviews are done leading to a conceptual framework which is proposed to guide the study.

2.2 The Concept of Strategy

Strategy is the direction and scope of an organization over the long term, which achieves advantage for the organization through its configuration of resources within a changing environment and to fulfil stakeholder expectations. A strategy represents a firm's game plan Pearce and Robinson (2005). It reflects the company's awareness of how to compete against whom, when, where and for what. Strategy is the match between organization resources and skills, the environment opportunities and risks it faces and the purposes it wishes to accomplish Schendel and Hofer (1971). Having a strategy therefore enables an organization to ensure that the operational decisions are made with the long term interests of the organization.

According to Mintzberg (1987), strategy could be seen as a plan, ploy, a pattern, a position and a perspective. As a plan, strategy specifies a consciously intended course of action of an organization.

The strategy is designed in advance of actions and is developed purposefully. As a ploy, strategy is seen as a manoeuvre to outwit competitors. As a pattern, strategy is seen as a pattern emerging in a stream of actions. Strategy is seen as consistency in behaviour and the strategy develops in the absence of intentions. As a position strategy is a means of locating an organization in its environment.

Strategy as a perspective consists of a position and an ingrained way of perceiving the world. It gives an organization identity or a personality. According to Pearce & Robinson (2005), strategy can be viewed as building a defense against competitive forces or filling positions in the industry where forces are weakest. Porter (1985) sees strategy as being all about competition and trying to gain competitive advantage. The development of strategy helps managers identify critical tasks that need to be performed and hence helping an organizational strategic thrust.

Strategy helps to guide the pattern of responses to changes taking place in their environment. Strategy enables companies to focus their resources and efforts, Pearce & Robinson (2005). Strategy also helps an organization develop a competitive advantage in the market. This in turn enables the organization to outperform the competition successfully. Strategy has varied definitions as listed above, none can be said to capture explicitly all the different dimensions of strategy. The aim of any firm should be to develop a distinctive competence that is greater than its competitors. Porter (1988) identifies three generic strategies for achieving the above average performance in an organization.

These are cost leadership, which requires aggressive construction of efficient scale facilities, vigorous pursuit of cost reduction from experience, high cost control curve and cost minimization in various functions Porter (1988). Differentiation is to be unique in ways that are valuable to customers and that can be sustained Pearce and Robinson (2005) and focus which is identification of a particular geographical market and coming up with products for that segment. To be an average performer a firm has must generally make a choice amongst them rather than attempt to address all of them at once. According to Hitt and Hoskisson (2000) his colleagues was originally determined that firms choose from among four generic business levels strategies to establish and exploit a competitive advantage within a particular competitive scope: Cost leadership, differentiation, focused low cost and focused differentiation. A fifth generic business level strategy, the integrated low cost differentiation strategy, has evolved through firm's effort to find the most effective ways to exploit their competitive advantage.

None of the five business level strategies is inherently or universally superior to the other. The effectiveness of each strategy is contingent on the opportunities and threats in a firm's external environment and possibilities permitted by the firm's unique resources, capabilities and core competences. Lack of a precise definition of strategy can be attributed to the fact that strategy is a multi dimensional concept in terms of content and substance which embraces all critical activities of the organization providing it with a sense of unity, direction and purpose, as well as facilitating the necessary changes induced by its environment. However, most authors agree that a strategy gives direction to the actions and decisions of an organization.

2.3 Organization and the External Environment

Pearce and Robinson (2005) define environment as all conditions and forces that affect a firm's strategic options and define the competitive situation in the market. The factors that constitute the external environment are grouped into three categories depending on their influence namely, macro, operational and industry factors. Macro factors are those that originate beyond a firm's operating situation and they are political/legal, economic and social. Operating factors are; competitive position, customer profiles, shareholders, general public, employers, distributors and government. Industry factors are competitor rivalry, substitute products, new entrants' threats, supplier's power Porter (1985).

Operating factors influence demand for the firms' products and resources while industry factors such as structure determine the industry attractiveness. Porter (1985) points out the essence of formulating a competitive strategy in relating the company to its environment and the key aspects of the firms environment is in the industry in which it competes.

Hofer and Schendel (1997) notes that environment is a critical factor for any organization's survival and success. It should be seen as a biosphere in which individual organizations use over a long term as a community project in which to be actually involved.

It is a resource to be managed and to be shared hence the need to effectively manage the value chain system and establish collaboration partnerships and to get involved in social responsibility to enrich this resource and enhance corporate image of the organization. The extensive understanding of the environment will help a firm define its objectives and

develop competitive strategies. An understanding of the environment therefore enables a firm to define its objectives and to develop new strategies that are best suited to cope with the change presented by the environment.

Ansoff and McDonnell (1991) assert that organizations are environment serving. They interact with the environment in such a way that they get inputs from the environment, process them and give back to the environment in the form of goods and services. Organizations need the environment while the same environment needs organizations, none can exist without the other.

According to Jocelyne and Barbara (2006), organizations are systems comprising elements of formal organization management and operations as well as elements of more informal aspects of organizational life. The organizational systems themselves are conceptualized as operating in three types of environment, These are the temporal, external and internal environments whose elements interact with each other to form the 'triggers' of change that are significant in bringing about organizational change.

An organization needs to diagnose its unique pattern of future challenges, threats and opportunities and advance its respective response to these challenges. They continue to emphasize that strategic responses involve changes in an organization's behaviour to assure success in the management of the strategic change in line with the demands for the future environment. This is in line with alignment of the internal capabilities that include processes, structures and relationships.

The generic strategic success hypothesis advance advocates that an organization's performance is optimum when three conditions are satisfied .The business environment is rapidly changing, making it imperative for organizations to continually adapt their activities to the change in the environment in order to succeed. To survive in a dynamic environment, an organization needs to focus on its customers and deal with emerging challenges Hofer and Schendel (1997). An insightful analysis of a company's external and internal environment is a prerequisite for managers to succeed in crafting a strategy that is an excellent fit with the company's situation, is capable of building competitive advantage, and holds a good prospect for boosting company performance, the three criteria of a winning strategy, Thomson & Strickland (2008).

The competitive environment of a business is the part of a company's external environment that consists of other firms trying to win customers in the same market Porter (1985). It is the segment of the industry that includes all immediate rivals. Competitiveness is essentially the ability of a firm, to compete against other firms. Every industry faces a wide variety of competitors.

Competitors can be grouped into three namely; direct competitors, they provide products or services that are similar to yours. Secondly, indirect competitors are classified as those competitors who provide dissimilar products or services. Thirdly, differentiation, this entails creating an element of one's business that competitors cannot imitate.

Lastly technology, technological innovation affects the competitive environment, hindering those who do not adapt to the current changes presented by the ever changing external environment. A firm's competition may change overtime in terms of their characteristics, strategies and strategic focus due to environmental factors that affect the structure of the industry Guiltinan and Paul (1994).

Companies pursue competitive strategies to gain a competitive advantage that allows them to outperform rivals and achieve above average profitability. Developing a competitive strategy is fundamentally developing a broad formula of how a business is going to compete, what its goals should be and what policies are needed to carry out these goals. Competitive environment grows out of an understanding of the rules that guide competition Lowes et al. (1994).

The strategy should therefore emphasize an improvement to the competitive position of the firm's product in the industry. If the firm is to prosper within an industry it must establish a competitive advantage over its competitors. It focuses on improving the competitive position of a company's products and services within the specific market segment that they do or its business serves Wheelen and Hunger (1996).

One of the environmental influences to a business arises from competition. Increased competition threatens the attractiveness of an industry by reducing the profitability of players Lowes et al. (1994). Competition exerts pressure on firms to be proactive and to formulate successful response strategies in the competitive environment, all in the effort to gain competitive advantage and be the market leader.

Firms that do not respond effectively to increased competition are not likely to succeed in business Porter (1985). Competition denotes the existence of firms that try to sell identical products or services to the same group of customers. A firm's competition may change overtime in terms of their characteristics, products, services and strategies due to environmental factors that affect the structure of the industry (Glueck (1978). Competitive analysts seek to analyze the industry's competitive process to discover the main source of competitive pressure and how strong each of the forces is.

2.4 Strategic Responses

Strategic responses according to Pearce and Robinson (2005) are the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a firms objectives. Strategic responses are part of competitive strategies that organizations develop in defining the goals and policies. They are reactions to what is happening in the environment of the organization.

Porter (1985) observes that the knowledge of the underlying sources of competitive pressure provides the groundwork for strategic agenda in action. When organizations are faced with unfamiliar changes they should revise their strategies to match their turbulence levels Ansoff and McDonnell (1991). New technologies, new competition new dimensions of social control and above all an unprecedented questioning of the organization role in the society define the unfamiliar world. Organizations must adapt their strategies to new environment Ansoff and McDonnell (1991).

Changes in external environment will require new strategies which will in turn call for reformed organization capability. Pearce and Robinson (2005) assert that the degree of competitiveness is manifested not only in other players but rather other competitive forces that go well beyond the established combatants in a particular industry.

Porter (1985) identifies five forces that affect the rules of competition embodied in the entry of new competitors, the threat of substitutes, the bargaining power of supplier and the rivalry among the existing competitors. Organizations are environment dependent. No organization can exist without the environment for the survival and they have to scan the environment in an effort of budding trends and conditions that would eventually affect the industry and adapt to them. Such scanning involves studying and interpreting social political economic and technological events so as to identify trend that could eventually affect the industry.

Environmental scanning enables the manager to become aware of developments that could pose new opportunities and threats to the organization Thompson and Strickland (2008). Failure to do this leads to serious strategic problem characterized by mal adjustment of organization output and demands of the external environment Ansoff and McDonnell (1991). Organizations exist in the context of complex environment. Most writers categorize the external environment into remote, macro, industry and operating environment. Most organizations have little or no influence or no control over the economic, social, political, technological and ecological factors.

The environment changes can be relatively stable or turbulent and environment forces differ in importance from one organization to another and overtime their importance may change. Strategic managers are often put to task in determining what responses to take towards different environment changes.

These responses can either be operational or strategic or both. Strategic decisions are likely to affect the operational decisions. An organization strategy cannot succeed if the operation aspects of the organization are not in line with the strategy (Porter, 1985). Organizations that have successfully managed change have been able to link strategic change with operational change and every aspect of organization in relation to the dynamic external environment.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter highlights the research methodology that will be employed for the study. Research methodology is more than a set of skills; it is a way of thinking: examining critically the various aspects of one's research. This chapter will include the research design, data collection and data analysis.

3.2 Research Design

Research design is considered as a blue print for research. According to Yin (1998), research design refers to the way the study is planned and conducted, the procedures and techniques employed to answer the research problem or question. The study was conducted through a case study. This was appropriate in that it gave a detailed investigation of a single subject and it involved a complete observation of the social unit emphasizing in depth rather than breadth analysis. KTN, being a major player in the media industry, can be considered important in understanding the challenges of increase competition in the industry and the responses to such competition.

3.3 Population

The study population comprised of middle level managers in KTN's broadcast programming section. The respondents' main concentration is broadcast programming. Each respondent has being in the media industry for a minimum of four years. This gives the respondents diverse knowledge of the said topic.

These were senior producer and programmer, senior promotion producer, senior presentation editor, senior commercial producer and a presentation editor.

As the whole population was small and accessible the study conducted a census. The study thus had five key respondents.

3.4 Data Collection

The purpose of data collection was to obtain information to keep on record, to make decisions about important issues, to pass information on to others. This study relied on primary data which was largely qualitative in nature.

The data was collected through interview which was conducted using a semi structured interview guide. The interview guide was structured in three sections.

The first section sought background information of the respondents. The second part was tailored to find out the impact of the changing competitive environment to Kenya Television Network's broadcast programming. The third part sought information aimed at establishing the specific responses that Kenya Television Network's broadcast programming has undertaken.

Appointments were booked and the participants sent the interview guide for preparation. On the appointed day the interview were conducted by the researcher who took notes as the interview progressed. The researcher was able to seek clarifications on various issues. The interview took duration of 20 to 30 minutes.

3.5 Data Analysis

Data analysis is the process of inspecting, cleaning, transforming and modelling data with the goal of highlighting useful information, suggesting conclusions and supporting decision making. The collected data was analyzed using the content analysis technique.

This involves a set of procedures for collecting and organizing non structured information into a standardized format (Kothari, 1990). The technique enabled inferences to be made through systematic and objective identification of specific messages and then relating the trends. This type of analysis has been used in similar studies in the past by Mwimbi (2008), Gumo (2008), and Musyoka (2008) among others. The analysis brought out the salient themes and patterns on strategic responses put in place by KTN's broadcast programming section.

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSIONS

4.1 Introduction

The study sought to investigate strategic responses adopted by Kenya Television Network due to the changing competitive environment with particular attention to broadcast programming. This chapter presents the data analysis and interpretation, the data is presented as per the study's objectives. Five interviews were conducted with middle level managers in KTN's creative service department, with focus on the broadcast programming section. The findings presented are based on the feedback obtained from the interviews.

4.2 Profiles of the Key Informants

The research instruments were designed in a way to collect background information on the participants in terms of gender and work experience. The information was sought so as to give a glimpse of the background of the respondents and their suitability as the sources of data for the study. Table 4.1 show the profiles of the key respondents.

Table 4.1: Respondents' Profiles

Key Respondent Designation	Gender	Work Experience
Senior producer and programmer	Male	8 years
Senior Promo Producer	Male	6 years
Senior Presentation Editor	Female	5 years
Senior Commercial producer	Male	6 years
Presentation Editor	Female	4 years

The results show that the respondents were drawn from both genders because there were two female and three male and all have also been working at KTN for at least four years. In total, the researcher interviewed five respondents out of the intended six respondents. This represented 83.3% response rate.

All the respondents interviewed had university degrees and three of them had postgraduate degrees in media relations. This indicates that the respondents were well placed and capable of articulating issues surrounding the strategic responses adopted by the broadcast programming department towards changing the competitive environment.

4.3 Changes in External Environment Affecting Broadcast Programming

In this section the study sought to find out the nature of changes experienced by KTN's broadcast programming section which have had a bearing on the strategic direction of the department. The changes are grouped into four categories namely political, economic conditions, legal and regulatory framework, technology and competition.

4.3.1 Changes in political arena affecting KTN Broadcast programming

The study found that there were several political influences on broadcast programming offered by KTN. The respondents indicated KTN was owned by shareholders who had interests in the political landscape of Kenya and thus this had a direct impact on the KTN's broadcast programming as the owners were directly affected by political changes.

The respondents indicated that with the post election violence experienced in 2007/2008 after the disputed General Election has had an effect on the nature and form of broadcast programming at KTN. The post election violence has necessitated for an increase in airing of peaceful messages, images reminding Kenyans of what transpired and a call to ensure it does not happen again through short commercials and informative documentaries.

The post election violence also has had an effect of KTN's programming because the media was accused of having played a part in fuelling the violence or not doing enough to make sure the violence was contained in time and did not lead to the consequences that were experienced.

This has led to passing of various laws which are aimed at ensuring that media players play their positive role to the maximum and curb any negative role that by lead or facilitate violence or political instability. Devolution is another political change that has had an effect on the operations of KTN broadcast programming. With the passing of a constitution in 2010, Kenya is in the process of transiting into a devolved system of governance. This has led to a situation where KTN has to cover stories and infomercials from all the counties.

The counties are now a key determinant in the nature and form of broadcasts with KTN striving to cover all counties fairly. The ongoing political campaigns also have had an effect on the broadcast programming operations at KTN. The respondents indicated that KTN has to ensure that it gives fair coverage of all participants in the political arena. The respondents indicated that KTN has to ensure it is present in various political meetings and broadcast those where national issues were addressed so as to inform the people of Kenya objectively.

4.3.2 Changes in Economic Conditions affecting KTN Broadcast programming

The respondents also indicated that there had been changes in the economic conditions which have had a bearing on the broadcast programming operations. One of the economic issues which have had an impact on broadcast programming is the fluctuation of the exchange rate. The exchange rate between Kenya shilling and the other international currencies has had an effect on the broadcast programming functions at KTN.

This is because KTN relies on a number of foreign programmes and thus the depreciation of the programmes such as soap operas, movies and music has an effect on KTN broadcast programming. The respondents indicated that fluctuation of the shilling also affected the importation of foreign programmes, acquisition of local programmes and acquiring programming material in general.

The respondents also indicated that the registered economic growth has had an effect on broadcast programming as the emergence of power has led to demands for high quality adverts. The respondents indicated that the advertisers are now demanding that the adverts be of very high quality.

The economic growth has also ensured that more Kenyans have access to Television sets. This has affected KTN's broadcast programming as it has to air programmes which appeal to various categories of Kenyans in terms of content and quality.

4.3.3 Social Changes affecting KTN Broadcast programming

The Kenyan society which is the main target audience has registered several social changes which have had an effect on broadcast programming by KTN. One is the rise of a middle class who have certain tastes. The demands of this group are dynamic and diverse and the respondents indicated that this group of audience is hard very to please.

There has also been rise of young groups which have a voice in the social media and is not relying on conventional media for news. These groups rely on conventional media such as twitter, facebook, yahoo and You Tube.

The rise of this group have ready access to breaking news in the entertainment world, the latest release in movies and programmes even before the broadcasts shows them on TV. This makes KTN's programmes to be outdated to its main target audience, making the social changes affecting the TV station be a hard nut to crack in terms of formulating programming strategies.

4.3.4 Legal and Regulatory Framework Changes affecting KTN Broadcast programming

KTN being a media player in Kenya has had to contend with a number of changes in the legal and regulatory framework. The respondents indicated among the notable changes were the Kenya Communications (Amendment) Bill and by extension the Amendment Act, 2008. The Act mainly establishes the Media Council of Kenya. It describes its membership, functions and powers. Within the Council, a Complaints Commission is established which deals with filed complaints against media entities.

The respondents indicated that the establishment of Communication Commission of Kenya has also had a role in the directive which has had a felt impact on KTN's programming. KTN must ensure it broadcasts at least 60% of local content, currently the station is at 40% local content. This becomes a major challenge because sourcing for quality local content which will sit well with the KTN's target audience is not an easy venture but KTN has to embark on this or face legal consequences.

The respondents also indicated that there have been regulations which the media players have felt were an affront to media freedom. These regulations and the threat of libel and defamation suits have also had an impact on KTN's broadcast programming. Satirical programs are common among KTN's audience, but the outcome of such programmes bring many law suits to a station. As funny as the program may be, some political leaders feel as though their privacy is being invaded thus the lawsuits.

4.3.5 Technological Changes affecting KTN Broadcast programming

Like other broadcasters globally, the respondents noted that in the past one decade KTN has been under pressure from new digital services, including domestic multi channel, free to air TV stations, subscription channels, international satellite and internet protocol services. According to the respondents KTN has been faced with changes such as diffusion of social media as well as emergence of new broadcast programming equipment and technologies.

The respondents also indicated that KTN has been affected by CCK's requirement for migration to digital broadcasting. The respondents indicated that digital broadcasting requires equipment for KTN to be able to realize the utilization of digital rather than analogue waveforms to carry broadcasts over assigned radio frequency bands. Such equipments will enable sound and picture quality to be processed electronically and converted into digital format. This format is then transmitted and reconverted by appropriate receivers or set-top boxes into sound and TV programmes. The respondents indicated that the migration process to Digital Terrestrial Television (DTT) is an expensive undertaking for the station.

4.3.6 Changes Brought About By Competition Affecting KTN Broadcast programming

The media industry in Kenya has seen increased competition in the past one decade. The respondents indicated that competitors such as NTV, KBC, KISS TV, K24, Citizen TV and the new entry China Central Television (CCTV) have had a great impact on the broadcasting operations and performance of KTN programming. The respondents indicated that KTN having been a pioneer private TV stations in Kenya has borne the brunt of competition.

KTN in the recent past has been turned as a training ground for all levels of staff in the broadcasting industry. The respondents indicated that most of the prominent individual players in the TV business in Kenya have at one point had a stint at the station.

The respondents listed a number of TV editors, reporters, producers, and anchors of KTN during the 1990s who the stations has lost to other stations over the years. The list included Catherine Kasavuli, Jacqueline Thom and Raphael Tuju who had also reported on the first multiparty elections in Zambia. Fayaz Qureishi Lydia M. Manyasi, and Charles Wachira who covered the refugee crises in the region. There were also Christine Nguku, Mercy Oburu, CNN Anchor Zain Verjee, Robert Ochieng, Patricia Gashengu, Annette Kanana-Bazira, who produced an interfaith show on Sundays, Ruth Mutia, Njoroge Mwaura, Isaiah Kabira, Jeff Koinange, as well as the editors Sammy Masara, Abel Ndumbu, Mike Roles and Herman Igambi.

The respondents indicated that KTN staff in its early years included Joseph Warungu who became the head of BBC's Africa Service. The respondents noted that another KTN alumnus is Dan Kashagama, the founder of the African Unification Front, who originally covered the Somalia desk at KTN.

Kathleen Openda, was for a long time during her stint at KTN the most popular broadcast personality in East and Central Africa. The respondents indicated that competition has largely affected the ability of KTN to hire and retain competent and qualified employees.

The respondents indicated that KTN has recently lost exemplary employees such as John Allan Namu, Robert Soi and Mohamed Ali who have been pivotal in the stations successes and their investigative programs being most popular across the country. Apart from the presenters other technical staff such as camera persons and technicians has been poached and this has had an adverse effect on the performance of KTN's broadcast programming.

4.4 Strategic Responses of KTN to Changes in the Environment

In this section the study sought to find out the strategic responses adopted by KTN in order to take advantage of opportunities emerging from the changes and/or mitigate against adverse effects brought about by the changes in the operating environment.

4.4.1 Strategic Responses to Changes in the Political Arena

The respondents indicated that since its inception KTN has strived to ensure balance and fairness in political reporting and this has made it survive even times when there was repression of the media in Kenya. The respondents indicated that KTN was established at a very opportune moment as it was in the middle of the multiparty democracy movement in Africa, and it became the first TV station to give voices to the subversives, dissidents and opposition politicians. The respondents further indicated that KTN covered the most controversial events that included the volatile political chaos of the transition period from dictatorial single-party state systems to multiparty democracy in the early 1990s.

The respondents noted that the station has had dedicated staff members who during the 1990s even endured being tear gassed alongside the opposition luminaries in Africa's transition to democracy. The respondents further indicated that KTN was also the first station to send reporters into Somalia after the fall of the Siad Barre regime. The respondents stressed that the station actively sought to cover stories in the rest of Africa, an attitude that was uncommon for TV stations in Africa at the time.

4.4.2 Strategic Responses to Social changes

Respondents indicated that lifestyle of the rising middle class has led to KTN to add programs which appeal to this group. This includes programmes which relate to electronic gadgets, motoring real estate among other issues. The entertainment has also been tailored to ensure it meets the demands of the new audiences and moves with time.

The respondents indicated that in 2007, KTN augmented its efforts to target the youth market launching Str8up hosted by a team of Christine, Lina, Andrew, Anjlee, Grace, Myra, Jonathan and Yolanda. The program takes comments from twitter and facebook and uses such comments and request to improve the programme. The programme also offers teen celebrities a chance to interact with their fans. The program also sorts to connect its audience with the most current international entertainment news.

4.4.3 Strategic Responses to Changes in Economic Conditions

The respondents indicated that a number of initiatives have been put in place to respond to changes in economic conditions. First the management has hired experts in the advertising department to ensure that the adverts produced are of high quality and that they appeal to the audience while passing the message intended by the advertisers.

Respondents indicated that KTN introduced Business Weekly, Business Focus and Financial Markets Live, weekly business programs complete with interviews and analyses. These programmes are termed to be informative, educative and authoritative. The station also became the first local channel to run live trading data from the Nairobi Stock Exchange in late May 2009. These two trends have been picked up by other TV stations.

Secondly the respondents indicated that KTN has entered into negotiations with producers of movies and soap operas to ensure that they get affordable deals while procuring these programmes. The TV station has also invested in the local and regional entertainment to ensure it meets the 60% local content at an affordable cost.

The station has also been looking into the interests of the employees through salary increments which are meant to motivate the employees in line with inflation. The station has also been improving the working conditions for its employees having moved its offices to a new ultra modern building along Mombasa Road.

4.4.4 Strategic Responses to Legal and Regulatory Framework Changes

The respondents indicated that the station has navigated changes brought about by changes in the regulatory framework well. They indicated that the TV station has been able to comply with most of the regulations through cooperation with the regulators, Media Council of Kenya, CCK as well as the Ministry of Information and Communications.

Respondents also indicated that KTN is trying to ensure it meets the 60% local content requirement through various interventions. KTN has invested heavily in the local entertainment industry to ensure production of dramas, realities and music programs which can be aired by the station. The respondents also indicated that the station has also been working towards ensuring that it will be able to migrate to digital transmission platform before the deadline set out by the Ministry of Communication and Information. This will ensure the TV station has differentiated content to air in the many channels it will acquire with the migration to digital transmission.

4.4.5 Strategic Responses to Technological Changes

The respondents indicated that KTN has responded to technological advances but not satisfactorily. KTN has adopted the online platforms and has several platforms running online. In response to technological advances the respondents indicated that KTN has developed a web service, six digital radio channels, three digital television channels, a video on demand or 'catch up' service and mobile apps. KTN is also trying to have their presences felt in the social media as it has a facebook (Appendix IV) and twitter accounts (Appendix V) which are regularly updated with the most instant news and latest program updates.

The respondents also indicated that KTN was the first TV channel in Kenya to start streaming content online via U-stream. The channel streams on their official website <http://www.ktnkenya.tv/> which made the broadcaster the first channel in the country to make the leap. Due to legal loopholes, KTN only streams local content to avoid legal actions from the foreign suppliers.

The respondents indicated that the online platforms are key in updating the news website in real time and dispatching mobile phone telephony breaking news update faster than its predecessor. The station has been able to achieve this through employing a team whose job is specifically online dissemination of news and program updates.

Respondents also indicated that the station has invested in the latest technology and has also bought the presenters gadgets such as iPads to help in the delivery of news. The station has also ensured that the camera persons have latest equipments for various program productions, events and functions. The respondents noted that technology has revolutionised the way news and programs are produced and consumed.

The respondents however noted that KTN has not been able to adopt the fundamentally important broadcasting equipment which are vital in the broadcasting business. The respondents indicated that the station uses a virtual set unlike its competitors who are using state of the art broadcasting equipment.

4.4.6 Strategic Responses to Changes brought about by Competition

The respondents indicated that KTN has continuously been working to ensuring that it matches up to the onslaught of the fierce competition being witnessed in the broadcasting industry. The respondents indicated that the station has sought to improve its internal processes and procedures, hiring new staff, among other interventions. The respondents further indicated that KTN has despite increased competition from new entrants, the station's news brand has stood out.

The station relaunched in December 2008, changing its logo and introducing a robotic telehead. The slogan also changed to Always KTN from Your Channel, Your Choice. This was later changed to the slogan, KTN, your informative, authoritative and entertaining channel.

4.5 Discussion of Findings

The results obtained by the study show that KTN as a broadcaster has not succeeded in proactively responding to the changes in the external environment. This is evident from the advertising revenues KTN has recorded for the past two years. The revenue has significantly declined compared to earlier years and other media houses in this industry.

This in return has affected the ratings of KTN. According to research done by Synovate, quarter three 2011, there is a decrease in the number of audience who watch KTN. KTN is rated as the third most watched local free to air TV station in the country at 13% after Citizen TV and NTV. This research is based on the programmes aired by KTN, its timing and is compared to other media station.

KTN has a long way to go in ensuring that its strategic responses are effective in matching up to the adverse effects of the changes in external environment. KTN needs to improve on its equipment so as to ensure the TV station reaches more viewers than it is currently. KTN is at 62% weekly reach in Nairobi which happens to be the largest target audience in the urban viewer.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter gives a short synopsis of the study. It includes a section presenting a summary of findings, conclusion and recommendations proposed by the study.

5.2 Summary of Findings

The study also found that KTN has been at the centre of political repression over the years since the 1990s and this has affected its operations. With regard to political changes the study found that the post election violence has had a great effect on the direction of broadcast programming at KTN. The study found that the station has been able to navigate through the turbulent political changes by ensuring balanced, fair reporting and authoritative programming content.

The study found that there have been a number of economic changes which have had an effect on KTN's broadcast programming including economic growth and rise of firms in private and public sectors which have strict advertising demands. The study found that to navigate the economic changes KTN has hired qualified staff and bought equipment to ensure the adverts appeal to target audiences as well as satisfying the advertising firms. In addition, KTN has put large economic focus on the production of local programming content by outsourcing various local producers and directors to steer this project.

The study found that there have been social changes which have seen rise of a middle class and a young generation audience which has diverse characteristics and is making demands on the broadcaster and also has access to social media. The study found that KTN has responded by adopting technology with its presence on social media being felt as well as integrating online platforms in its programming.

The study found that there were a number of legal and regulatory framework changes including the enactment of the Media Act, requirement of 60% local content and ensure curbing of hate speech in broadcast programming. The study found that KTN has responded to changes in the legal and regulatory framework by cooperating with the regulatory institutions, integration of technology and investment in the local entertainment industry.

The study found that there were a number of technological shifts which have affected the broadcaster's operations and performance including advent of social media, ongoing migration to digital transmission and emergence of new broadcaster's equipment and tools. The study found that KTN has been pioneering adoption of various technological advances in the broadcasting sector in Kenya especially integration of online platforms, introduction of NSE live feed, integration of social media during live programming and iPads for the employees. The study however found that KTN still lags behind in the adoption of core broadcasting technology as it still relies on virtual broadcast set instead of having a set of the art physical broadcast set.

The study also found that KTN has greatly been affected by competitive forces especially with regard to poaching of employees as well as eating into the advertising share. KTN has not been able to authoritatively respond to the competitive forces as it continues to lose out even in the course of undertaking this study.

5.3 Conclusion

The study found that KTN has responded relatively well to changes as a result of political influences, economic condition changes and regulatory framework changes through improving various internal processes. KTN has been unable to respond strategically to technological advances, and changes in the society which are affecting its operations.

The external environment will continue posing various challenges to the existence of KTN's broadcast programming. To some extent the past approach to responding to changes in external environment may not be used to demonstrate the ability of the media house to handle future changes. Overall the findings show that KTN has not responded well to changes in the environment and that explains its rating among broadcasters in Kenya.

5.4 Limitations of the Study

The study had three limitations. The study focused only on the broadcasting programming department of KTN. Despite the fact that broadcasting is the core business of KTN this limits the generalization of the findings on other departments within KTN or other media houses. This narrowed the study thus limited results. A new study should be done so as to represent other departments within the Standard Group Limited and in particular KTN.

The study relied solely on employees of KTN's programming department to obtain changes that take place in its external environment. This kind of reliance is prone to some level of subjectivity as employees will want to portray their department and media house as having been successful in responding to all changes in KTN's external environment.

The study was also limited to five broad factors and thus may have overlooked other factors which have a role to play in broadcast programming and which would have had a bearing on the current study if they were included.

5.5 Recommendations

The study makes some recommendations. Firstly, KTN management needs to conduct a SWOT analysis to be able to understand the environment in which it is operating better. This will give the media house a better position to tackle the competitive media industry.

KTN also needs to conduct a customer satisfaction survey as well a work environment audit to be able to review its strategic plan with full information. The formulated strategic plan should be drawn largely from the responses of the customer survey, thus making KTN a people's channel.

There is need for KTN to enhance the strategies which have been able to address changes in the competitive environment and review those which are not effectively addressing issues arising out of changes in the competitive environment. KTN should think of differentiating themselves from other stations and have out of the box strategies which will eventually give KTN a strategic edge compared to its competitors.

5.6 Suggestions for Further Research

The study identified possible areas for further research. Further in depth studies need to be conducted to find how each of the identified affects performance of the broadcasters in Kenya. This can improve strategy formation in the Kenyan media industry. Further in depth studies also need to be conducted to find out which strategic responses have been effective in addressing the changes experienced in the operating environment.

Those strategic responses can be used to build a bigger and better media industry in Kenya.

Future studies also need to get views and perceptions from other players in the broadcasting sector such as audiences and advertisers. This can have great insights for broadcasters, advertisers, policy makers and the government.

There is also need to conduct a comparative study between Kenyan media houses. This will be of great importance to know how each media house responded to changes in the dynamic environment.

5.7 Implications of the Research on Policy and Practice

The study findings are a call to action for policy makers and practitioners in the broadcasting sector. The study finds that politics is a key driver of the direction of Kenya's broadcasters. Given the violence witnessed after the 2007 General Election where the broadcasters stood accused there is need for adoption either voluntarily or as requirement of regulatory framework to guide the conduct of broadcasters in times of volatility.

The study also finds that technology is radically altering the nature of broadcasting in Kenya. There is need for practitioners and policy makers to take note of these shifts to ensure that such tools as social media are used optimally and with little harm to all stakeholders. This would involve consultation on copyright issues, hate speech issues among others.

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APPENDICES

Appendix I: Introduction Letter



UNIVERSITY OF NAIROBI

SCHOOL OF BUSINESS

MBA PROGRAMME

Telephone: 020-2059162
Telegrams: "Varsity", Nairobi
Telex: 22095 Varsity

P.O. Box 30197
Nairobi, Kenya

DATE 01/10/2012

TO WHOM IT MAY CONCERN

The bearer of this letter Ndirangu Stella Mjoki

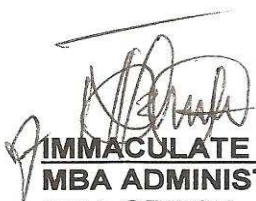
Registration No. DG1/61998/2010

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.

Thank you.



IMMACULATE OMANO
MBA ADMINISTRATOR
MBA OFFICE, AMBANK HOUSE



Appendix II: Interview Guide

PART A: GENERAL INFORMATION

1. Gender of respondent

Female

Male

2. Please indicate your position/ title in the company

.....

3. How many years have you worked in the company

.....

PART B: CHANGES IN THE COMPETITIVE EXTERNAL ENVIRONMENT AFFECTING BROADCAST PROGRAMMING AT KTN

1. Describe briefly the changes experienced in the political arena which have affected
KTN's broadcast programming over the years

.....
.....
.....

2. Describe briefly the economic changes which have affected KTN's broadcast programming over the years

a) Economic growth

.....
.....
.....

b) Advertisers

.....
.....
.....

3. Describe briefly the changes experienced in the social front which have affected the KTN broadcasts

.....
.....
.....

4. Describe briefly the legal and regulatory framework changes which have affected the KTN broadcasts over the years

a) Laws put in place

.....
.....

b) Formation and role of regulatory authorities

.....
.....

5. Describe briefly the changes experienced in technological arena which have affected the KTN broadcasts

a) Broadcast technology

.....
.....

b) Online platforms

.....
.....

6. Changes brought about by competition affecting KTN's broadcast programming

.....
.....

PART C: STRATEGIC RESPONSES OF KENYA TELEVISION NETWORK

7. Describe briefly strategic responses adopted by KTN to respond to the economic changes which have affected the KTN broadcasts over the years

a) Economic growth

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b) Advertisers

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9. Describe briefly strategic responses adopted by KTN to respond to the changes experienced in the social front which have affected the KTN broadcast programming

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10. Describe briefly strategic responses adopted by KTN to respond to the legal and regulatory framework changes which have affected the KTN broadcast programming over the years

a) Laws put in place

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b) Formation and role of regulatory authorities

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11. Describe briefly strategic responses adopted by KTN to respond to the changes experienced in technological arena which have affected the KTN broadcast programming

a) Broadcast technology

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b) Online platforms

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Appendix III: Confirmation Letter



THE STANDARD GROUP LIMITED

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Tel: 3222111, 2227122, 2242650, 2242642
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Website: www.standardmedia.co.ke

10th October 2012.

To whom it may concern,

REF: STELLA NJOKI NDIRANGU - RESEARCH

The above matter refers.

Stella works in the Creative Services department in the capacity of a Senior Presentation Editor.

She carried out her research on **Strategic Responses by Kenya Television Network's Broadcast Programming to the changing competitive environment in Programming section.**

Yours Faithfully,
THE STANDARD GROUP LIMITED

Ronald Kimaiyo
MANAGER HR & SERVICES

Appendix IV: KTN's Facebook account page excerpt

facebook Search for people, places and things

KTN
KTN LEO, CHAGUO LAKO

KTN @KTNKenya Livestream: www.ktnkenya.tv

KTN Kenya
207,306 wanapenda · 17,922 wanaongea kuhusu hii

TV Network
Follow us on Twitter! @KTNKenya Website:
www.ktnkenya.tv Email: news@standardmedia.co.ke

Kuhusu Picha YouTube Most Popular News Likes

207k

Muhlasari

ind: broadc Next Previous Highlight all Match case Reached end of page, continued from top

Appendix V: KTN's Twitter account page excerpt

The image shows a screenshot of the Twitter profile page for KTN (@KTNKenya). The page layout includes a navigation bar at the top with 'Home', 'Connect', 'Discover', and 'Me' options, along with a search bar and settings icon. The profile header features the KTN logo, a bio stating 'Official news feed for Kenya Television Network: Your Authoritative Channel. Related to @standardkenya and @radiomaisha. Nairobi, Kenya - http://www.ktnkenya.tv', and statistics for 5,712 tweets, 55 following, and 115,297 followers. A 'Follow' button is visible. The main content area displays two tweets from KTN: one about KTN Leo News going live and another about a woman wanting Olympic champion Ezekiel Kemboi charged with sexual assault. The left sidebar contains a 'Tweets' menu, a 'Tweet to KTN' input field, and contact information for KTN.

Navigation: Home, Connect, Discover, Me, Search, Settings, Compose

Profile Header:
KTN
@KTNKenya
Official news feed for Kenya Television Network: Your Authoritative Channel. Related to @standardkenya and @radiomaisha
Nairobi, Kenya - <http://www.ktnkenya.tv>

Statistics: 5,712 TWEETS, 55 FOLLOWING, 115,297 FOLLOWERS, Follow

Tweets:

- KTN @KTNKenya** 2m
KTN Leo News now Live. Watch Online on ktnkenya.tv
Expand
- KTN @KTNKenya** 4h
Woman wants Olympic champion #EzekielKemboi charged with sexual assault. bit.ly/SIBXOE
Expand

Left Sidebar:

- Tweets
- Following
- Followers
- Favorites
- Lists
- Tweet to KTN: @KTNKenya
- Similar to KTN
- Contact: online@standardmedia.co.ke, facebook.com/ktnkenya, twitter.com/ktnkenya
- Watch KTN Live: www.ktnkenya.tv