Social Media Incorporation into Modern Public Relations Practice in Kenya: Perspectives of active Public Relations Professionals in Nairobi

HENRY NDIRANGU MWARIRI

REG NO: K50/75378/2009

A Project Paper Submitted to the Department of Journalism and Mass Communication, Faculty of Social Sciences, in Partial Fulfilment of the Requirements for the award of the degree of Master of Arts in Communication Studies (Public Relations) at the University of Nairobi

10TH NOVEMBER 2021

DECLARATION

This Project Paper is my original work and has not been presented for a degree in any other university.

Signature: _____ Date: 30th November, 2021

HENRY NDIRANGU MWARIRI

K50/75378/2009

This Project Paper has been submitted for the award of degree of Master of Arts in communication studies, with my approval as the University Supervisor

SIGNATURE

Date: 30th November, 2021

Dr. SILAS ODONGO ORIASO

Senior Lecturer

School of Journalism and Mass Communication

University of Nairobi

ACKNOWLEDGEMENTS

My sincere gratitude goes to God for the grace and strength to write my research project to completion. Special thanks to Dr. Silas Odongo Oriaso under whose supervision, consistent guidance and encouragement that I have been able to finish this research project. I thank the entire faculty and staff of the Department of Journalism and Mass Communication, University of Nairobi for the enriched learning experience. I am beholden to my family, friends and colleagues whose support and cheering moments made me sail through to the end of this project. My gratitude to my family for being my pillar of strength throughout this process.

DEDICATION

This is a special dedication to my dear mum, siblings, spouse- Amanda and my daughter- Ari for their unwavering support throughout my education and other endeavors. May Ari live long to accomplish similar or higher dreams for her prosperity.

May the almighty God bless you.

TABLE OF CONTENTS

DECLARATION **1**
ACKNOWLEDGEMENTS **2**
DEDICATION **3**
ABSTRACT **9**
CHAPTER ONE **10**
INTRODUCTION **10**
1.0 Introduction 10
1.1 Background of the Study 11
1.2 Problem Statement 13
1.3 Research Objectives 14
1.4 Significance of the Study 14
1.5 Limitation and Scope of the Study 15
CHAPTER TWO **16**
LITERATURE REVIEW **16**
2.0 Introduction 16
2.1 Corporate communications 16
2.2 Public Relations 17
2.3 Social Media 19
2.4 The Media in Kenya 23
2.5 The Nexus between Traditional and Social Media 24
2.6 Theoretical Framework 27
2.6.1 Social Penetration Theory 27

2.6.2 Uses and Gratifications theory 29

2.6.3: Diffusion of Innovations 30

CHAPTER THREE **33**
RESEARCH METHODOLOGY **33**
3.0 Introduction 33

3.1 Research Design 33

3.2 Target Population 33

3.3 Sample Size and Sampling Techniques 33

3.5 Research Instruments 34

3.6 Data Analysis and Presentation Techniques 34

3.7 Testing Reliability of Instruments 34

CHAPTER FOUR **35**
RESULTS AND DISCUSSIONS **35**
4.0: Introduction 35

4.1: Socio-Demographic information 35

4.1.1: Years of Practice 35

4.2: Types of PR Practiced by the Professionals 36

4.2.2: Level of education of the PR Professionals 37

4.3: Social Media incorporation into PR programmes 38

4.3.1: Extent of the development of corporate communication campaign plans 38

4.3.2: The key audiences for campaign plans/ strategies 39

4.3.3: Whether the consultants run a social media pages 40

4.3.4: How often the consultants update the social media pages/ handles 40

4.3.5: The average level of education for most of the consultants' audiences ... 41

4.3.6: Communication channels best suited for consultants' audiences/ clients 42

4.3.7: The importance of audience feedback/ response to the consultants 43

4.4: Factors Influencing the Selection of Social Media tools 43

4.4.1: The average age of the consultants' audience(s)..... 44

4.4.2: Audience type targeted by the consultants' communications 45

4.4.3: The average level of education of the consultants' audiences 45

4.4.4 Multiple factors for social media selection..... 46

4.5: Perceived Influence of Social Media on Modern PR practice 46

4.5.1: Traditional media reach and influence reducing as SM gains currency . 47

4.5.2: Social media support for effective crisis communications in modern era 48

4.5.3: Mode of social media skills acquisition by consultants..... 49

4.5.4: Basic skills needed by modern PR Practitioners 50

4.5.5: Whether influencers play an important role in message dissemination .. 51

4.5.6: Social media and consumer/ client feedback and engagement..... 52

4.5.7: Social media versus traditional media in call to action 53

4.5.8: Traditional and social media will continue to coexist in modern PR age 53

4.6: Skill sets for social media in the modern PR practice..... 54

4.6.1: How often consultants participate in PR training programmes 54

4.6.2: Whether the consultants acquired any new skills to use social media 55

4.6.3: How best the social media skills acquisition can be done 56

4.6.4: Consultants knowledge of programmes in Kenya on social media skills. 56

4.6.5: The best time for PR practitioners to acquire social media skills 57

4.6.6: Whether practitioners without social media skills could be irrelevant ... 58

4.6.7: Whether practitioners have no choice but to invest in social media skills 58

CHAPTER FIVE **60**

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS **60**

5.1: Introduction 60

5.2: Summary of Findings 60

5.2.1: Social Media incorporation into modern public relations Strategy 60

5.2.2: Factors influencing the selection of social media tools 60

5.2.3: Influence of Social Media in modern PR practice 61

5.2.4: Skills required for effective social media use in modern PR practice 61

5.3: Conclusions of the study 62

5.4: Recommendations of the study 63

5.4.1: Recommendations for Policy and Strategy 63

5.4.2: Suggestions for further study 63

REFERENCES **64**

APPENDIX 1: CONSULTANT PRACTIONERS' QUESTIONNAIRE **67**

APPENDIX 2: CERTIFICATE OF FIELDWORK **76**

APPENDIX 3: CERTIFICATE OF CORRECTIONS **77**

APPENDIX 4: DECLARATION OF ORIGINALITY FORM 78
APPENDIX 5: TURINITIN ORIGINALITY FORM..... 79

ABSTRACT

The general objective of the study was to explore the perceptions of public relations professionals in Nairobi on the incorporation of social media in the modern public relations practice in Kenya. The specific objectives of the study were to examine the opinions of professionals on social media incorporation in organizational strategy, to investigate the factors that influence the selection of social media tools to be used, to determine the perceived influence of social media on modern public relations practice, and to investigate the social media skills necessary in promoting modern public relations practice. The study utilized the social penetration, diffusion of innovations and the uses and gratifications theories. The study employed the descriptive design, with a quantitative approach to explore the feelings of public relations professions on mainstreaming of social media in the overall organization strategy. The target population was made up of all PR professionals registered by the PRSK to undertake the public relations mandates for various clients, initially stratified by their organization type and then selected using disproportionate method to promote representativeness. The quantitative data were collected from 100 professionals through semi-structured questionnaires which were administered through a drop and pick method. The findings revealed that social media is generally incorporated in the modern public relations practice especially in disseminating information on corporate strategy. Age, education and audience type were the key factors that determine the selection of social media to use in PR practice. It was also found that social media had more positive influence on modern PR practice especially during crisis management, strategy dissemination, clients' feedback and the call to action. The study also found that additional skills are required to promote efficient and effective incorporation of social media into modern public relations practice by the PR professionals. The study concludes that social media incorporation into organizational strategy is influenced by the advancement in information technology and it is not an option; and PR professionals needs to update their skills in order to leverage this innovation to promote public relations performance in corporate organizations.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

Social media is arguably the biggest disruption to communications in its widest sense. This is particularly over the last decade when Facebook and Twitter became available to the public (2006), followed by other social media channels that have continued to emerge in subsequent years.

Although Facebook and Twitter were preceded by other social media platforms such as MySpace and LinkedIn in the early 2000s, then Photobucket and Flickr, and YouTube in 2005, these two sites created an entirely new way for interpersonal and professional communication and sharing of personal and professional information with across great distances.

Social media has not only affected interpersonal communication but has also impacted how corporate organisations interact with their stakeholders, who include their customers, suppliers and the general public that may be seeking information about the organization and its products.

In contrast with what has become acceptable as "traditional communication tools", social media trumps by affording users an opportunity for immediacy in getting responses, putting out important communication and facilitates interactive conversations, thereby giving organisations and brands which value corporate communications a human face.

As a result, it has become imperative for social media to be considered and incorporated among other mainstream channels for public relations. In social media, practitioners find a channel that affords them the immediate dissemination of information in a format that can easily be shared across different platforms for a wider reach. It also lays basis for trackable feedback and reactions which enable organisations to further fine-tune their communication to ensure that it is well received and understood by the intended audiences.

This study therefore focused on establishing the opinions of active public relations consultants on the incorporation of social media in modern public relations practice in Kenya. The study was anchored in the belief that social media is today defining and shaping the execution of corporate communication in Kenya. The over-arching question posed by the study is whether public relations and strategic communications practitioners are actively and consistently considering social media

as a tool for communication, and if so, to what extent are social media impactful in modern public relations practice. The study also seeks to establish how organisations and clients are prepared to use social media to support their relationship with strategic publics. It is important to note that the perspectives prevalent in this study was limited to those active public relations practitioners who offer communication consultancy services to clients and organizations such government and corporate organizations.

1.1 Background of the Study

Corporate communication is a branch of public relations that deals with planning, execution and management of communications aimed at specific stakeholders that are of importance to an organization. According to the Financial Times, corporate communications is a management function like marketing, finance, or operations, dedicated to the dissemination of information to key constituencies, the execution of corporate strategy and the development of messages for a variety of purposes for inside and outside the organisation. Dr. Joep Cornelissen (2004), notes that corporate communications came into being around 1970 as a refined branch of Public Relations (PR), which as a broader subject has been around since the beginning of the 20th century.

He posits:

> "This new function came to incorporate a whole range of specialized disciplines, including corporate design, corporate advertising, internal communication to employees, issues and crisis management, media relations, investor relations, change communication and public affairs. An important characteristic of the new function is that it focuses on the organization as a whole and on the important task of how an organization presents itself to all its key stakeholders, both internal and external."

For many years one of the main ways in which corporate communication campaigns have been executed is through the use of traditional media channels. These channels are newspaper, television and radio. The traditional media has been an effective means of communicating messages for a number of reasons. Radio, for example, has over the years been the most widely used channel for communicating to the masses. According to the Communications Authority (2016) there were over 139 radio stations in Kenya.

Radio as a channel for communications beats television and newspapers in uptake because, among other reasons, it does not require the listener to be educated and does not require the listeners' full attention- they can listen to radio while at the same time attend to other duties.

Television and newspapers on the other hand seen as more prestigious options for communicating. Television being an audio-visual channel, makes it easy to consume content while the main advantage of newspapers is the ability to store the information for future reference. However, its main disadvantage is that there is need for overall literacy and competency in the language used, among the users.

It cannot be overruled that there are indeed other channels that corporate communications professionals have used to communicate to their audiences. Among them is word-of-mouth through meetings and other engagements, which may not necessarily fall squarely under conventional methods of PR measurement campaigns.

The last twenty years have seen a rapid advancement in information and communications technology (ICT). This has had an immense impact on all sectors of the economy and has been at the centre of many developments that characterize our world today. According to Philip Sheldrake (2012) every profession needs to keep abreast of the latest political, economic, social, technological, legal and environmental trends and adapt as needed. Imperatively, ICT has also impacted communications, both at an interpersonal and group levels. This has also impacted on corporate communications, obligating practitioners to consider social media, among other channels, for communications.

Social media has transformed the field of corporate communications and the way it is practiced and possibly professional effects. Companies use social media to share their company's news, messages and achievements instantly with all their stakeholders (Raj, Joseph and Rousseau, 2015).

Social media stands out from traditional media because of its immediacy, ease of developing, packaging and sending content, it is interactive, can be shared easily and is often received through very personal devices such as mobile phones. In contrast news gathering, processing, packaging and dissemination of content through traditional media is an expensive, time consuming and time bound process, that requires the use of many devices and use of third parties (Rousseau, et al 2015).

The dynamic nature of social media has given rise to citizen journalism (also referred to as participatory journalism) which is a concept that suggests that anyone with the right device and access to social media news, can broadcast multimedia information. Indeed, we have seen illustrations of this concept on numerous occasions across the world. One of the more recent and memorable illustrations in Nairobi, Kenya is what is considered as the extra-judicial beating of a demonstrator clad in a green hoodie during demonstrations called by opposition parties, which gave way to animated online discourses and media reports.

Social media has been used as an avenue through which influencers can share sensitive and often unconfirmed information on individuals and organisations, which would have attracted legal suits or impact on a media houses commercial interests, had they been published or aired in traditional media channels. In other words, social media is used as an important tool for strategic corporate communication. The union of communications and technology offers PR professionals the potential to mould their performance in a more strategic direction (Breckenridge, 2012).

In light of the foregoing it has become imperative for corporate communications professionals or consultants to consistently consider using social media as a tool for communication with their various audiences and at the same time consistently monitor and manage the user-generated content that may have any impact on their respective organizations and brands. This is because with advent of new technology, organizations cannot be left out in deploying techniques that go with the time.

1.2 Problem Statement

This study aims to explore the perspectives of public relations professionals on the incorporation of social media into modern public relations practice in Kenya. The central issue was that while social media have been gaining currency in modern corporate communications with the advancement in information technology over the years, not much is known about the feelings or experiences of the immediate users of social media, especially the public relations professionals with regard to what they think about their adoption, usability and influence on the communication services delivered to a wide range of clients. It is not well known how these strategic influencers use social media as a technique in the various corporate communications strategies they develop to support information sharing with key stakeholders of organizations. The study was therefore designed to shed light on how social media has been incorporated into strategy, factors that

influence their selection for use, influence of social media on contemporary public relations practice and the skills required to promote effective and efficient deployment of social media in modern public relations practice.

It has been understood from literature that social media has influenced the design and execution of public relations campaigns across the world, but the gap still remained in terms of the extent to which this is true in Kenya. The study intended to show how public relations agencies and in-house departments have restructured their resourcing, to include team members who have competence in social media. Through this study the researcher sought to draw from the experience and exposure of the practitioners on how and when they are most likely to use social media as a channel of communication to support the traditional media in the wake of new technological advancement and modern public relations practice.

1.3 Research Objectives

The general objective of the study was to explore the perspectives of public relations professionals in Nairobi on the incorporation of social media in supporting organizational strategy and modern public relations practices in Kenya.

The specific objectives were: -

1. To examine the opinions of PR professionals on the extent of social media incorporation into organizational strategy for clients
2. To explore the perspectives of professionals on the factors that affect the selection of social media tools used to disseminate information on the organizational corporate strategy
3. To investigate the perceived influence of social media in the corporate strategy and general public relations practice of corporate organizations
4. To determine the skills required by the public relations professionals in effective adoption and use of social media in modern PR practice in Kenya.

1.4 Significance of the Study

Social media has gained a prominent place in interpersonal and organizational communications, not just in Kenya but across the world. A recent report by statistics by the Communications Authority of Kenya (2016) shows that the total number of internet subscriptions as at December 2015 was 23,929,657- a 10.1% increase compared to a similar period last year. The estimated number of internet users at 35,549,620 against an estimated population of 47 million people.

In light of these statistics, that confirm that that internet penetration has growing by the day, this study will form a basis for peer learning and sharing of best practices in the use of social media by corporate communications practitioners.

It will also highlight when to use social media, traditional media or both, to reach out to stakeholders with various messages, and the preference assigned based on situational justification. To academics, this study will also show the effectiveness of different social media platforms used by social media platforms.

1.5 Limitation and Scope of the Study

There are many social media platforms globally, and the list keeps growing by the day, an illustration of the innovativeness and technological advancement. In Kenya, the most widely used are Facebook, Twitter, YouTube, LinkedIn and Instagram.

The blogger ecosystem also keeps expanding, with more individuals and groups showcasing their areas of passion, interests and expertise in different fields, through a different multimedia formats available on the internet.

For smartphone users, the messaging applications like WhatsApp and Telegram, have become easy and convenient ways for sharing user generated and multimedia content, thereby fitting in as some of the social media platforms that are currently being used.

This study therefore focused on these most commonly used in Kenya. It also recognized that technology has been advancing rapidly, and there is a possibility that in future there will be many other new and easier-to-use social media channels.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter summarizes what other scholars have published on the subject of social media, with relevance to its impact on corporate communications practice. It should be noted that the study also sought to establish factors affecting choices corporate communication practitioners in Kenya make when selecting the communication channels to use, in this case referring to traditional media or social media. The chapter carries the general literature review, empirical analysis, research gap and the theoretical framework.

2.1 Corporate communications

Corporate communication is a subset of the public relations, characterized by Joel Cornelissen (2004) as a management function that is responsible for overseeing and coordinating the work done by communication practitioners in different specialist disciplines, such as media relations, public affairs and internal communication.

Van Riel (1995) defines corporate communication as an instrument of management by means of which all consciously used forms of internal and external communication are harmonized as effectively and efficiently as possible. This is done with the overall objective of creating a favourable basis for relationships with groups upon which the company is dependent.

From the definitions above, corporate communication therefore entails a number of managerial activities, which include but are not limited to; planning, coordinating and counselling the senior leadership in the organization as well as 'tactical' skills involved in producing and disseminating timely and relevant messages to the stakeholder groups within an organisation's ecosystem.

Overall, if a definition of corporate communication is required, these characteristics can provide a basis for one: Corporate communication is a management function that offers a framework for the effective coordination of all internal and external communication with the overall purpose of establishing and maintaining favourable reputations with stakeholder groups upon which the organization is dependent. One consequence of these characteristics of corporate communication is that it is likely to be complex in nature. This is especially so in organizations with a wide geographical range, such as multinational corporations, or with a wide range of products or services, where the coordination of communication is often a balancing act between corporate

headquarters and the various divisions and business units involved. However, there are other significant challenges in developing effective corporate communication strategies and programmes.

While corporate communications is reputed to have emerged as an area of practice in the 1970s, it has continued to evolve in line with technological advancements. The journey that corporate communications has taken certainly illustrates Marshall Mcluhan (1994) who said, 'We become what we behold. We shape our tools and afterwards our tools shape us.'

2.2 Public Relations

Frank Jefkins (1998) defines Public Relations as planned communications that is aimed to achieve a certain purpose.

He posits:

> "Public Relations consists of all forms of planned communication, outwards and inwards, between an organization and its publics for the purpose of achieving specific objectives concerning mutual understanding."

The (British) Institute of Public Relations (IPR) indicates; 'Public Relations is the planned and sustained effort to establish and maintain goodwill and mutual understanding between an organization and its publics.'

Public Relations practitioners widely accept the formation of the Publicity Bureau in 1900 as the formal beginning of Public Relations practice. Scholars have pointed out that there were early forms of public influence and communications management in ancient civilizations, particularly during the settling of the New World and during the movement to abolish slavery in England.

In Kenya, however, the formal practice of Public Relations can only be traced to the years preceding 1971 when the Public Relations Society of Kenya (PRSK) was formed bringing together practitioners in a formal association that still runs to date. According to the PRSK website, the society is the professional body that guides the PR practice in Kenya, with a broad objective of advancing excellence in Public Relations in Kenya and to ensure that the practice continues to thrive within the ethical framework defined by the profession.

But according to L'Etang & Muruli, (2004), the British civil servants at both the local and national levels started getting aware of the importance of public relations in the early 1920s. They perceived the role of Public Relations as a tool to manage public opinion in an emerging democracy partly because of the extensive social and political legislation passed in Britain from the 1830s onward. This legislation presented changes in the relationship between government and people both at national and local levels.

> "They detected the necessity for government to manage public opinion in an emerging democracy partly because of the extensive social and political legislation passed in Britain from the 1830s onward. This legislation forced a profound change in the relationship between government and people both at national and local levels… It can be argued that British government public relations existed in Kenya from the inception of the colony in terms of building and maintaining relationships with key publics but used interpersonal and social relations as the main technique to achieve harmony and acceptance of its goals."

As a result, the colonial administration established the Kenyan Information Office (KIO) to handle its information and press functions. According to Blankson, the post of principal information officer (PIO) was created in 1942, to take over the information and press duties from the KIO. Then, in 1944, a specialized post of public relations officer was created with greater strategic responsibility for producing and supplying publicity materials.

This role of a public relations officer was sustained and replicated over the intervening years with both public relations departments established by organisations and agencies set up to ensure that stakeholders receive the right and timely information, through the then limited traditional media channels - print, radio and television- or any other effective channel available.

Over the years, Public Relations as a profession has grown significantly, in tandem with other economic developments that have seen the number of organizations grow. The need for Public Relations services in the government, private sector and even non-governmental organisations has also grown as they recognize the need to be relevant and be perceived positively by their respective stakeholders.

The practice in Kenya is done through established Public Relations agencies, in-house counsels or a hybrid of the two. Public Relations agencies are engaged on retainer basis, which is a long term

and often renewable engagement or on a project basis which runs for specified period with measurable Key Performance Indicators.

In-house counsels, on the other hand, are employed by organisations and they advise the management on matters relating to communication and at the same time relay important information to respective shareholders. In a hybrid setup, they liaise with the agency in the execution of their mandate. In both cases they serve as the middlemen in the flow of communication.

The Public Relations Society of Kenya is the membership association for Public Relations/ corporate communication practitioners in Kenya. The membership is voluntary and the members elect the officials every two years. The society also registers Public Relations and Consultancies. According to the Society's website there are 64 registered agencies and consultancies:

> "The Public Relations profession in Kenya has grown in leaps and bounds in Kenya and globally a factor that is evidenced by the increased number of consultancies in Kenya.
>
> With this growth, the Society launched the Association of Public Relations and Communication Management Firms (APReCoM), a Chapter of PRSK and the Business Management Organization for Kenyan consultancy firms engaged in the practice of public relations and communications. The Chapter was registered on 22nd November, 2012 under the Society's act and is committed both to the advancement of the profession in Kenya and to the nurturing of the professional goals of our members."

Training for Public Relations practitioners is offered at various levels starting with Certificate, Diploma, University Degrees- undergraduate and postgraduate, as well as professional training through reputable institutions such as the colleges and universities and Chartered Institute of Public Relations (CIPR) which offers different programs based on the students' level of education and experience in the industry.

2.3 Social Media

The term Social Media is conjured up from two words to describe how individuals are using technology and its related platforms to interact, communicate and share information in multimedia format with one another.

CIPR defines social media as the term commonly given to Internet and mobile-based channels and tools that allow users to interact with each other and share opinions and content. As the name implies, social media involves the building of communities or networks and encouraging participation and engagement. It is a derivative of ICT advancements that heralded the introduction of computer-mediated communication and is reflective of how technology has changed the way humans communicate. Katy Howell (2012), states as follows:

> "Social networks are not new. As individuals, we have always maintained social connections, be they with family, friends or professional acquaintances. The Internet and developments in technology have simply made out networks visible and easily accessible. We can now meet friends and colleagues, ask for recommendations and even build relationships with brands- in an online and often public space."

Although Ray Tomlinson was the first person to use computer-mediated communication in 1971 when he sent an email from one computer to another, social media is according to C. Fuchs set apart because it enables the information to be sent from one party to another through a social network.

Social media is a relatively new concept across, having come into prominence over the last one decade across the world. According to Smart Insights (2016), 31% of the global population are active social media users, and this has been explained to be as a result of the ease access and use of cutting edge devices, and the availability and affordability of the internet.

Social media as we know it today started in 1997 when Andrew Weinrich launched Six Degrees.com The site combined popular features such as profiles, friends lists and school affiliations in one service. While the site was an initial runaway success with millions of registered users, it was unsustainable at the time due to the limited number of people connected to the internet at the time.

According to Boyd and Ellison (2007), Weinrich's experience did not deter other developers in the subsequent years. The rise of other Social Networking Sites (SNS) has been noted over the years as illustrated in the table below.

Year	Site(s)
1997	Six Degrees.com
1999	Asian Avenue, Live Journal, BlackPlanet
2000	LunarStorm, Migente, (Six Degrees.com closes)
2001	Cyworld, Ryze
2002	Fotolog, Skyblog, Friendstar
2003	Couchsurfing, MySpace, Last.FM, Hi5, LinkedIn, Tribe.net, Open BC/Xing
2004	Ourot, Dogster, Multiply, aSmallWorld, Catster, FlickR, Piczo, Facebook (Harvard only), Dodgeball, Care2, Hyves
2005	Yahoo! 360, Cyworld (China), Ning, YouTube, Xanga, Bebo, Facebook (high school network), AsianAvenue, BlackPlanet
2006	QQ, Windows Live Spaces, Twitter, Facebook (corporate networks), Cyworld (US), MyChurch, Facebook (Everyone)
2007	Tumblr
2009	Sina Weibo (China)
2010	Pintrest, Instagram, Quora
2011	Snapchat, Twitch, Google+
2012	Tinder
2016	Tiktok

According to Statista.com (captured on May 2016), which monitors statistics in social media:

> "Approximately 2 billion internet users are using social networks and these figures are still expected to grow as mobile device usage and mobile social networks increasingly gain traction.
>
> The most popular social networks usually display a high number of user accounts or strong user engagement. For example, market leader Facebook was the first social network to surpass 1 billion monthly active users, whereas recent newcomer Pinterest was the fastest independently launched site to reach 10 million unique monthly visitors. The majority of social networks with more than 100 million users originated in the United States, but

> European services like VK or Chinese social networks Qzone and Renren have also garnered mainstream appeal in their areas due to local context and content."

Given the foregoing, it is imperative that corporate communication practitioners adopt Social Media as one of their channels for communication.

> "Social media is used as a strategic tool to communicate with the public. Blogs, micro-blogs and social networking sites are changing the way companies communicate with their publics like employees, customers, investors, local communities, suppliers, governments and other stakeholders" (Wright & Hinson, 2010).

This therefore qualifies that although Public Relations practitioners have been sending press releases and other collateral through email, social media has indeed been a disruption to Public Relations practice. The emergence of group chat forums on Smartphones (e.g. WhatsApp and Telegram) have gone ahead further to impact the flow of communication for Public Relations practitioners.

Although there is no single point of reference for statistics relating to the number of Kenyans using social media, the Communications Authority in its Quarterly Report for the period ending December 2015, indicates that over half the population in Kenya has access to the internet. Given that most people use the internet for communication - business and social, information, entertainment, and education, we can infer that a majority of those accessing the internet also access content on social media. This therefore constitutes the target audience pool for Public Relations practitioners who use social media as a channel.

Internet/Data Subscriptions	*Dec-15*	*Sep-15*	*Quarterly Variation (%)*	*Dec-14*	*Sep-14*	*Quarterly Variation (%)*
Total Internet Subscriptions	**23,929,657**	**21,628,271**	**10.6**	**16,453,019**	**14,845,967**	**10.8**
Mobile Data Subscriptions	23,794,550	21,511,638	10.6	16,338,990	14,745,836	10.8
Fixed Wireless Data Subscriptions	19,507	13,221	47.5	17,537	16,999	3.2
Satellite Data Subscriptions	489	720	-32.1	712	598	19.1
Fixed DSL Data Subscriptions	3,732	2,500	49.3	14,512	12,394	17.1
Fixed Fibre Optic Data Subscriptions	111,354	100,192	11.1	81,243	70,115	15.9
Fixed Cable Modem Subscriptions	25	25	0.0	25	25	0.0
Estimated Internet Users[2]	**35,549,620**	**31,985,048**	**11.1**	**26,163,560**	**23,229,026**	**12.6**

Source: CA, Operators' Returns.

2.4 The Media in Kenya

According to Ochilo (1993), the modern media in Kenya was started by Missionaries and British settlers. He cites early publications such as *Taveta Chronicle* which was published by the Church Missionary Society (CMS) in 1895, among the first published papers targeting Europeans.

In 1889 two other publications *Leader* and *Uganda Mail* were introduced, with the main objective of providing settlers and missionaries a channel through which they could receive news from their native England, and secondly as a tool they could use to maintain the status quo as colonial masters. Radio was later to join the print-dominated media space in 1928. It was also mainly used to propagate European interests.

Ochilo cites that privately owned dailies such as Daily Nation and Standard were later to follow, setting pace for autonomous operations, even though they had to put up with "government controls which take the form of political representations to the owners and threats to sue through the courts of law." Television was the later entrant into the space, with the state-owned Voice of Kenya.

Other forms of media that dominated the print space include magazines such as the hard-hitting *Weekly Review*, as well as family magazines like *Step* and later *Parents*. Private ownership of electronic media took a while. It was only in March 1990 when businessman Jared Kangwana launched the first privately owned Television Station, the Kenya Television Network (KTN). The

first privately owned Radio station, was Capital FM launched in 1996. The ownership of these respective stations has since changed.

The media has since grown in leaps and bounds. There are more than five major newspapers sold and distributed in major towns; Daily Nation, Standard, Star, Business Daily, and People Daily, three major weeklies' The East African, Nairobian and The Sunday. There are many other publications, including new ones that are now covering the 47 Counties.

In tandem, the electronic space has also grown. According to the Communications Authority (2016) there are 139 FM stations, and 62 television stations, broadcasting diverse contents tailored to suit the distinct tastes of varied audiences across the country.

2.5 The Nexus between Traditional and Social Media

Nowicka (2012) argues that the mechanics of doing Public Relations have become more complicated in the years after 2005, and she attributes this mainly to the advent of online reportage, and the introduction of social networks. She says this has further been compounded by the proliferation of mobile phones and apps which made it easier to generate, share and receive content.

As a result, traditional media channels have been forced to struggle harder for people's time and attention. To this end, she cites London's Evening Standard as one of the newspapers that has had to abolish its cover price (to become free), so that it remains in circulation in the competitive environment that has ensued.

She however argues that traditional media remains more credible and reliable, given the high quality of training that is invested in journalism and the number of qualified personnel who review the work. Given that the traditional media channels have also invested in social media, they therefore use their own social media channels on twitter and Facebook, to break the news with links to complete stories.

Nowicka posits that the corporate communications practitioners should make use of traditional and digital channels for effective communications. For this to work, she proposes a two-step approach that entails; having an overriding communications strategy that is based on business objectives, and secondly plugging in the digital aspects right from the beginning, rather than having them as an afterthought.

> "Once the strategy is agreed, the specific approaches for online and offline can be developed. Of course, these will depend on the unique communications objectives of the specific organization."

In discussing content, Solis and Breakenidge (2012) posit that the role of news gathering is no longer a preserve of reporters. They note that everyday people are now among those who are involved in covering the news using digital cameras, camera phones, blogs and social networks, but also go ahead to offer their own voices and opinions to the stories.

In realization of this, some media houses have recognized that their trusted reporters cannot be everywhere and on time, when the news breaks. CNN for instance has CNN iReport which features user-generated content for news purposes in their broadcasts. While Solis and Breakenridge describe this as citizen journalism, Borger M., van Hoof, Meijer I.C & Sanders J., describe it as participatory journalism.

In Kenya, electronic media houses also take in views from the listeners and viewers and airs them with a view of having their audiences participate in the news production as well as other programming. They may be experts in the field of discussion or individuals who may be positively or negatively affected by the matter of discussion.

Stuart Bruce, writing about Modern Media Relations and Social Media Newsrooms (2012), interrogated the need for a Press Release, which has over the last 110 years been the main collateral in Public Relations, in a world that is heavily characterized by 140-character pitches on Twitter and video pitches on YouTube.

He argues that the Press Release has since 2006 been getting replaced by a Social Media News Release that is better suited for the online world in which news is received on the go. Bruce identifies the following elements as essential to ensuring that a social media news release is picked up well.

They include a catchy headline of between 90 and 120 characters followed by an introductory paragraph which tells the whole story; who, why, what, when, and where. Supporting paragraphs - which can also be shared as bullet points, contain the supporting information. Author text links, which lead the writer to more detailed, relevant and contextual information that will help the writer do a better piece.

Bruce recommends that a writer adds interesting or descriptive quotes to the Press Release. The quotes are attributed to the company's senior leadership or a subject matter specialists, to add weight to the article. To make it visually appealing and illustrating a narrative without using many words, multimedia and infographics, can also be used in an article.

Social networking sharing tools that that make it easy to share the release on other social networks, while an email sharing button/ icon, makes it possible for the content to be shared to other audiences. Finally, it is considered good practice to include contact details in the event that the receiver has additional enquiries.

Bruce also indicates that a social media news release is not sent out by email or fax, like has been the case with traditional news releases where the push model applies. It is instead intended to be discovered by the recipients through social media sites like Twitter and Google +, or a company's website.

Rensburg and Cant (2009) indicate that at the same time, the consumer of information in the current day and age is different. The describe them as cash rich, time poor, and driven by authenticity.

They further note that:

> "This individual suffers from scarcities such as time, attention and trust, and therefore places emphasis on the fact that services delivered in the new economy must meet the consumers' expectations of personalized value."

As a result, it is imperative that corporate communications practitioners need to arm themselves with the skills that will enable them play their part in the new dynamic environment. Dahlit Bhurji (2012) summarizes the required skill set by writing that the next-generation practitioner should be a storyteller, content creator, and technology enthusiast.

Solis and Breakenridge (2012), however argue as follows:

> "The shift from passive, top-down, and reactive PR to proactive, hands-on participatory engagement absolutely requires us to embody everything we represent. We must escalate our involvement, understanding, and passion to symbolize and present our knowledge in a way that is credible and helpful.

> PR will relearn the art of communications, listening, and interchange, and, in the process, become well versed in not only the new rules of PR, but also in the following: web marketing and analytics, viral marketing, customer service and relationship management, social media tools, focus groups and market audits, cultural anthropology, and market analysis"

They add that ideal corporate communications practitioners should be well versed in social tools, online search, measurement solutions, and spreadsheet or charting software.

Similarly, communication departments, and agencies are required to be alive to the changes in the industry and adopt some new modus operandi if they have to deliver on business objectives at hand. This has been captured well in the State of PR 2016, by CIPR in which interviewees note that there is increased need for increased competence in written communication, interpersonal skills and attention to detail, among practitioners.

2.6 Theoretical Framework

The general objective of the study was to explore the perception of PR professionals on the incorporation of social media in corporate strategy of their clients. The study was backed by three theories - Social Penetration Theory, Diffusion of Innovation, and the Uses and Gratifications Theory. In determining that application of social media in designing and implementing corporate strategy, these theories support the notion of the adoption of interactive programming on electronic channels and effective use of internet-based media channels as the basis for remaining relevant in a dynamic and increasingly information and communication technology reliant sector.

The emergence and acceptance of the social media in communication makes for an interesting focus as underpinned by communication theories. This study therefore examines the issue from three perspectives:

- How people meet as strangers in the social media but end up interacting
- Why social media has gained currency in communication today
- The use of technology in making the process of communication and interaction better

2.6.1 Social Penetration Theory

The Social Penetration Theory was developed in 1973 by psychologists Irwin Altman and Dalmas Taylor. It explains that the depth of communication is congruent with depth of interpersonal

relationships. The theory states that relationships begin and deepen through self-disclosure. Altman and Taylor note that at the start of a relationship, people establish relationships by disclosing many simple, harmless facts through small talk. As the relationship deepens, the rate of self-disclosure slows while the facts disclosed become increasingly intimate in nature. Intimate self-disclosure allows others to penetrate a person's public persona and discover his or her innermost self. On the other hand, relationships stagnate when the people involved refuse to self-disclose.

Altman and Taylor first described the process of self-disclosure as peeling back the layers of an onion, which possess both breadth and depth. "Breadth" in this case is the various facets of a person's life, such as work, family, community and hobbies, while "Depth" pertains to the more granular details concerning each of these areas. The outer layers of the onion represent superficial information about a person, such as physical appearance and speech and the deeper layers represent more intimate information, such as the person's thoughts, feelings and relationships with others. Altman and Taylor outlined the various stages of intimacy that result from this process of self-disclosure:

I. **Orientation Stage**: This is "small talk" or "first impression" stage. Parties become acquainted by observing mannerisms and personal dress and by exchanging non-intimate information about themselves. Interaction adheres to social norms.
II. **Exploratory Affective Stage**: Here the parties begin to reveal more about themselves, such as their opinions concerning politics and sports teams. At this stage nothing too deep is shared. Casual friendships may develop at this stage, and most relationships stay at this level.
III. **Affective Stage**: This is when the parties begin to disclose personal and private matters. They express themselves freely and can use idioms or unconventional language, indicating that they feel comfortable with each other. They can also criticize each other. Romantic relationships develop at this stage.
IV. **Stable Stage**: Parties share a relationship in which disclosure is open and comfortable. They know each other too well and can predict how the other person will react to certain information.

V. **Depenetration**: This occurs when one or both parties perceive that the cost of self-disclosure outweighs its benefits. Parties here withdraw from self-disclosure, thus ending the relationship.

Altman and Taylor posit that progress through these stages is usually linear at first but may become cyclical later. However, intimate relationships can switch stages at different times, for example, from the stable stage to the exploratory effective stage and back again as partners work through their insecurities and reservations.

This theory applies to the study by illustrating the need for corporate communication practitioners to build trustworthy relationships with the respective audiences both in the traditional media space as well as in the online space. The parties in this case may not have met physically but may find reason to interact given that they have mutually beneficial interests.

In practice, this is a continuous process as informed by the fact that the audiences that corporate communications space keep changing, and the dictates of the profession also mean that a practitioner will need to keep reaching out to different categories of journalists/ blogger/ influencer on various occasions.

Trust- since the parties are vulnerable- therefore becomes an important component of this symbiotic relationship in which the practitioner is expected to offer credible information (content) on the understanding that the journalist/ blogger/ influencer will treat the information well and avail it to their audiences who are the stakeholders in the practitioner's organization.

However, the amount of self-disclosure between partners can be hindered by some factors such as gender, race, religion, personality, social status and ethnic background. Such barriers can slow the rate of self-disclosure and even prevent relationships from forming. In theory, the more dissimilar two people are, the more difficult or unlikely self-disclosure becomes.

2.6.2 Uses and Gratifications theory

The Uses and Gratifications theory was proposed in the 1970s, by Elihu Katz and his two colleagues, Jay Blumler and Michael Gurevitch, explaining how the media messages are received and responded to. It is a successor to traditional mass communication research emphasizing the sender and the message. It lays emphasis on the active audience and user of information instead,

rather than the sender and the message. As such there is always need for psychological orientation taking into mind the needs, motives and gratifications of media users as the main point of departure.

The uses and gratifications theory explains the role of the media for individuals, groups, and society in general. The uses and gratifications theory attempts to:

I. Explain how individuals use mass communication to gratify their needs.
II. Discover underlying motives for individuals' media use.
III. Identify the positive and the negative consequences of individual media use.

At the core of uses and gratifications theory lies the assumption that audience members actively seek out the mass media to satisfy individual needs. The core proposition is therefore that a medium will be used more when the existing motives to use the medium leads to more satisfaction.

Therefore, it is imperative for Corporate Communications practitioners to carefully identify the channel (traditional and social media) that suits the interests of the audiences effectively. In this study, this theory suggests that the different platforms will have different uses at different time, if the communication pushed by the practitioner will be effective.

2.6.3: Diffusion of Innovations

Diffusion of Innovations was developed by Everett Rogers who and published in his book called "Diffusion of Innovation" (1962). He uses the theory to explain how innovations and ideas spread across the populations, through a process of diffusion.

He explained that diffusion is the process by which an idea, practice, or object perceived as new by an individual or other unit of adoption is communicated through certain channels over time among the members of a social system (Everett Roger, 1961).

The theory analyses how the social members adopt the new innovative ideas and how they made the decision towards it. Both mass media and interpersonal communication channel is involved in the diffusion process. The theory heavily relies on Human capital. According to the theory, innovations should be widely adopted in order to attain development and sustainability. In real life situations the adaptability of the culture played a very relevant role where ever the theory was applied. Rogers proposed four elements of diffusion of innovations.

The first is that an innovation is an idea, practice, or object perceived as new by an individual. It can also be an impulse to do something new or bring some social change. The second one, is that the communication channels convey messages from one individual to another. They include both formal and informal channels such as word of mouth. Third, time in this context refers to the amount of time it takes from the people to accept the new ideas and adopt the said innovations in a society. And the last one suggests that Social System is an interrelated network of people who are keen on addressing a common problem that affects them. Social system may be comprised of people of one neighbourhood, religion, institution etc.

Who made the decision to accept the innovation? Rogers says that in a social system there are three ways the decisions are taken. He suggested the three ways considering the ability of people to make decisions of their own and their ability to implement it voluntarily, the three ways are as illustrated here:

- **Optional**: Here, individuals decided about the innovation in the social system by themselves
- **Collective**: The decision in this case made by all individuals in the social system
- **Authority**: Few individuals made the decision for the entire social system

Further Roger identifies the Mechanism of Diffusion of Innovation Theory through five following stages

I. **Knowledge:**

An Individual can be exposed to the new innovation but they are not showing any interest in it due to the lack information or knowledge about it.

II. **Persuasion**:

An Individual is showing more interest in the new innovation and they are always seeking to get details or information about the innovation.

III. **Decision:**

This is where an individual analyses the pros and cons of the innovation and decides on whether to accept or reject the innovation.

IV. **Implementation:**

An individual at this stage, takes some initiative to collect more information about the innovation and identify its usefulness.

V. **Confirmation:**

Here, an individual conforms and continues to use the innovation with full potential.

This theory applies to this study by explaining how social media may have been received with a lot of scepticism among corporate communication practitioners, may doubting if it was serious enough to be considered for the important corporate communication messages they share.

However, over time, many practitioners signed up to the various social networking sites and recognized the potential in each to share newsworthy or important messages that they can use to share information to different stakeholders.

At another level, the theory also traces the uptake of technology (like smartphones) among consumers, particularly those who are migrating from feature phones. As time goes by, they find more features in the new phones that they can use and eventually they wonder how they lived without such features. Such is the case, to the extent that they now look forward to buying newer smartphone models that have more features.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter summarizes how this study has been conducted and the techniques used to collect, analyse and present the data on perceptions of public relations professionals on incorporation of social media in organizational strategy and modern public relations practice in Kenya. It includes a discussion on the research design, target population, sample size and sampling procedure, data collection, analysis and presentation techniques. It also discusses methods of testing validity and reliability of the research instrument.

3.1 Research Design

According to Dooley (2007), the research design is the scheme, outline or plan that is used to generate answers to a research problem. This study adopted a description design to explore the perspectives of PR professionals regarding the incorporation of social media in corporate strategy of clients' organizations. This design was appropriate because it enabled a quantitative exploration into the perspectives of the PR professionals as immediate communication curators. The study did this by using a semi-structured questionnaire as means of data collection.

3.2 Target Population

Target population in statistics refers to the specific number of people on whom the information sourced for the purpose of research will be generalised. According to Ngechu (2004), it is a well-defined number of people from which a sub-set can be generated for investigative purposes. As such, the target population in this study comprises of 1500 public relations professionals derived from the Public Relations Society of Kenya (PRSK) membership roll as at 31st December 2016.

3.3 Sample Size and Sampling Techniques

The sample size for this study was 150 (being 10 percent of population allowed by Mugenda & Mugenda 2006). The PR practitioners are registered in Kenya to offer public relations and communication consultancies to a wide-ranging clients and organizations. They were all actively practicing from public relations agencies, in-house counsels and independent consultants within Nairobi City. Therefore, a stratified random sampling technique based on a predetermined selection ration (disproportionate sampling) was employed to select all the 150 PR professionals for the study. Thereafter semi-structured questionnaires were sent to the selected respondents to fill in and return for processing.

3.5 Research Instruments

This research relied on primary data only. The primary data were acquired using semi-structured questionnaires which had both open and closed ended questions. The structured questions captured basic data, as well as information that can be obtained from various fixed variables. The unstructured questions gave room for the respondent to share in-depth responses without being limited. This allowed them to share their experiences and personal opinions based on their exposure in corporate communications.

3.6 Data Analysis and Presentation Techniques

The quantitative data from the structured questions were analysed using descriptive statistics and presented using tables and graphs, while qualitative data from unstructured questions were analysed using quick impressionist method and presented in prose in order to supplement the quantitative data.

3.7 Testing Reliability of Instruments

The researcher tested the reliability of the research questionnaires before using them to collect the actual data. This was done through pilot testing with three public relations professionals from government, corporate and non-governmental organizations, all whom were not listed as part of the actual sample. The pilot results indicated that the questions were appropriate and generated the desired responses. The questionnaires were also reviewed by one of my colleagues as well as the research supervisor and found to be appropriate for the intended purposes.

CHAPTER FOUR

RESULTS AND DISCUSSIONS

4.0: Introduction

This chapter deals with the description of data analysis and interpretation. In this study, the researcher explored the perceptions of PR professionals on social media incorporation into modern public relations practice and organizational strategy. The study sought to achieve the following specific objectives: to establish the perceptions of PR professionals on social media incorporation in the corporate strategy; to investigate the factors that influence the selection of social media platforms used; to determine the perceived influence social media in modern practice; and to investigate the additional skills that PR practitioners require to promote effective adoption and use of social media in modern public relations practice.

The sample size was 150 respondents, out of which 100 questionnaires were returned when fully filled. This represents the response rate of 67% which was deemed appropriate for the study (Mugenda & Mugenda 2006). The results and discussions are presented in the sections that follow.

4.1: Socio-Demographic information

The researcher established the demographic information of the respondents in order to gauge how well the sample was representative in order to capture the right information for the study. The variables included respondents' years of practice, types of PR practice in place and level of education of practitioners. The sub-sections below present the results.

4.1.1: Years of Practice

The PR professionals were asked to state the number of years of professional practice. This was important in understanding their experience and expertise in public relations practice. The number of years one has practiced has a relationship with how they adopt and use various techniques, including social media platforms as communication tools. The responses are summarized in the table below.

Table 4.1.1: Years of Practice

Years of Practice	Frequency	Percent	Valid Percent	Cumulative Percent
0.5	6	6.0	6.0	6.0
1	6	6.0	6.0	12.0
2	25	25.0	25.0	37.0
3	6	6.0	6.0	43.0
3.5	6	6.0	6.0	49.0
4	20	20.0	20.0	69.0
5	6	6.0	6.0	75.0
7	12	12.0	12.0	87.0
7.5	6	6.0	6.0	93.0
8	7	7.0	7.0	100.0
Total	100	100.0	100.0	

Table 4.1.1 shows that a majority of the respondents (25.0%) had been in practice for two years while another 12.0% had served for one year and below. Those who had worked as PR professionals in various types of practice for three years, 3.5 years, 5 years and 7.5 years each accounted for 6.0%. The findings also established that 7.0% of those who participated in the study had worked for 7 years. Moreover, 12.0% of those studied reported that they had been in the practice for 12 years. Additionally, 20.0% of the professionals indicated that they had been in the service for four years. The implication of this representativeness based on experience is that the professionals came all cadres of practitioners and therefore gave different perspectives which were helpful in the study to increase the validity of the results.

4.2: Types of PR Practiced by the Professionals

The study established the type of public relations practiced by the professionals. This was intended to ensure that those studied represented the various practice types. The table below summarizes the results on type of public relations practiced by the various professionals.

4..2.1: Type of Practice

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Agency Resource	93	93.0	93.0	93.0
In-House Resource	7	7.0	7.0	100.0
Total	100	100.0	100.0	

From the analysis, the results indicated that there a variety of public relations practice among practitioners in Kenya. For instance, both agency and in-house practices were adopted by the professionals. The study found that majority of the respondents at 93.0% were agency resources while the remaining 7% reported that they were the in-house resources. The findings corroborate PRSK (2012) reports indicating that a majority of PR practitioners in Kenya are employed in independent public relations agencies, with fewer employed by to offer in-house resources in the public and private sector institutions.

4.2.2: Level of education of the PR Professionals

The researcher established the level of education of the public relation professionals practicing in Nairobi. The aim of this was to determine the relationship between education level and use of new media technology in communication practice as well correlate it with acquisition of new skills which bring the impetus to adopt and use social media in organizational strategy dissemination and modern PR practice. The table below summarizes the results.

Table 4.2.3: Level of Education

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Diploma	62	62.0	62.0	62.0
Certificate Holders	6	6.0	6.0	68.0
Undergraduate Degree	25	25.0	25.0	93.0
Master's Degree	7	7.0	7.0	100.0
Total	100	100.0	100.0	

The findings revealed that majority of respondents were diploma holders. They accounted for 62.0% of the professionals practicing public relations. The undergraduate degree holders accounted for 25% of those who participated in the study. Of the 100 respondents, 7.0% were holders of master's degree, while the remaining 6.0% were certificate holders. The findings suggest that a majority of public relations practitioners in Nairobi are trained in diploma-offering institutions, while there is a generally low number who seek to further their education at an advanced degree level.

4.3: Social Media incorporation into PR programmes

The first objective of the study was to examine the extent of social media incorporation into the modern public relations practice especially in the corporate strategy. The incorporation of social media tools in public relations practice is a pointer of the responsiveness of the practitioners to the ever-changing and the emerging issues of the practice contexts. The subsections below present the results.

4.3.1: Extent of the development of corporate communication campaign plans

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Weekly	38	38.0	38.0	38.0
Bi-Monthly	30	30.0	30.0	68.0
Monthly	19	19.0	19.0	87.0
Quarterly	7	7.0	7.0	94.0
Ad-hoc	6	6.0	6.0	100.0
Total	100	100.0	100.0	

This study asked how often practitioners developed plans or strategies for corporate communications campaigns, it was established that 38.0% do it weekly, 30.0% do it bi-annually, 19.0% annually, 7% developed it quarterly, while the remaining 6.0% develop it on ad-hoc basic. This attests to the position that public relations is indeed a planned activity (Jefkins 1998) and illustrates that practitioners recognise the importance of planning their communication campaigns. Corporate strategy formulation is a continuous work which is ideally done by the in-house staff for continuity. The fact that social media is incorporated in this work means that social media are

also beneficial in internal communication. This finding supports the assertions of Breakenridge, et al. (2012) and Shaldrake (2012) who underscored the value of social media in strategy at all levels in organizations.

4.3.2: The key audiences for campaign plans/ strategies

The study investigated the clients for whom the campaign plans or strategies were being developed by the professionals. The importance of this was to find out types of the publics and the need for them to be reached through the social media platforms. The table below shows the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Internal	13	13.0	13.0	13.0
Customers/ Clients	74	74.0	74.0	87.0
Government	13	13.0	13.0	100.0
Total	100	100.0	100.0	

The PR practitioners were asked to state who their audiences were and it was observed that the most of their communication was targeted at their customers and clients, accounting for a score of 74.0%. The findings suggest that there are other channels that organisations adopt to engage with or address the government and internal responsibility which accounted for 13.0% each. It was important to note that the government remains a key constituent to organisations, serving as a regulator in some industries and offering other services not limited to offering licenses, developing policies and ensuring a stable operating environment for businesses to thrive. Customers or clients, on the other hand, reach out to PR professionals for different services offered to satisfy specific needs. The idea that PR is recognized as not only an organizational process confirms the notion of Nowicka (2012) that modern public relations practice has been growing in leaps and bounds in different contexts. There are a lot of services that individual entities get from the PR professionals such as political and interpersonal communication which emerging issues in practice.

4.3.3: Whether the consultants run a social media pages

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	25	25.0	25.0	25.0
No	75	75.0	75.0	100.0
Total	100	100.0	100.0	

When asked whether they run a social media page or handle for their clients, 25.0% of the consultants who participated in the survey responded in the affirmative while majority of them at 75.0% responded in the negative. This suggests that the majority of consultants do not run social media pages or blogs. It also. implies that social media usage may still be limited among public relations professionals as confirmed by PRSK (2012). It is expected that service organizations such as consultancies should have effective organizational social media advertising handles in the era of new media (Katy Homel 2012). This is why most business organizations which run PR departments have websites which are also linked with social media pages to reach a wide clientele.

4.3.4: How often the consultants update the social media pages/ handles

The PR professionals were asked how regularly they updated the content on their social media handle or pages to effectively communicate with their clients and to gain visibility of their organizations. The researcher wanted to confirm how active the social media pages are. The results are summarized in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Never	50	50.0	50.0	50.0
Rarely (once a month)	25	25.0	25.0	75.0
Weekly	19	19.0	19.0	94.0
Daily	6	6.0	6.0	100.0
Total	100	100.0	100.0	

It was established that 50% of the PR consultants never updated the contents of their social media pages or handles, 25% of them updated it rarely or once a month, 19.0% indicated that they updated it weekly while the remaining 6.0% updated it on daily basis. This implies that social media are not frequently used by the communication professionals to reach their clients. This confirms the PRSK (2012) assertions that rate of social media incorporation in the activities of PR professionals and organizations is relatively low due a number of factors of individual, organizations and environment in developing countries.

4.3.5: The average level of education for most of the consultants' audiences

The PR professionals were asked to indicate the average educational level of their clients in order to help discern the connection between educational level of customers and the adoption of social media tools by the consultants. Some studies have linked the perception of educational level of consultants with the adoption of new technology to reach such clients (Rensburg & Cant 2009; Cornelissen 2004). The results are presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary School	32	32.0	32.0	32.0
Diploma	50	50.0	50.0	82.0
Undergraduate Degree	18	18.0	18.0	100.0
Total	100	100.0	100.0	

Findings revealed that 32.0% of the consulting audiences have secondary level education, 50.0% of the audiences have diploma level of education, while the remaining 18.0% of the social media audience have undergraduate level of education. The implication of this is that the audiences are generally literate and can use social media to access messages. It should also be noted that social media adoption and use does not require a specialized skill attained through higher level of education (PRSK 2012). There are audiences without formal education who ordinarily use social media tools for communication and socialization. The fact that most of the audiences of consultants have some education is a good reason enough for the consultants to start to the adoption and relying on social media to reach these clients.

4.3.6: Communication channels best suited for consultants' audiences/ clients

The PR professionals were asked to state the most suitable communication channel or platform they prefer for reaching out to and communicating with their clients. This was important in understanding the link between social media use and the working of the traditional media platforms. Additionally, the researcher wanted to establish the specific role of social media in the context dominated by the traditional media. The results are summarized in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Traditional Media	24	24.0	24.0	24.0
New/social Media	46	46.0	46.0	70.0
Direct Engagement	12	12.0	12.0	82.0
Influencer Engagement	18	18.0	18.0	100.0
Total	100	100.0	100.0	

This study noted that various audiences preferred to access information through varied sources of information as observed by Boyd & Ellison (2007). However, majority of the audiences preferred social/ new media channels or platforms. This supports Rogers' assertion in the diffusion of innovation theory that new ideas are generally preferred although rate of adoption depends of other factors. Specifically, when they were asked the communication channels best suited their audiences, it was observed that 24.0% of them indicated the use traditional media, 46.0% reported that they would prefer the new media, 12.0% preferred the direct engagement while the remaining 18.0% preferred the influencer engagement. The implication of this is that since the audiences are diverse, there is need to embrace a variety of media alongside the most preferred social media platforms so as to reach all categories of audiences, thus supporting communication convergence thinking of Rogers and Kincaid, (1986).

4.3.7: The importance of audience feedback/ response to the consultants

The communications professionals were asked the importance of feedback from the audience to them. This was important in gauging which communication channels to use to ensure the feedback is received. The table below presents results on the importance of feedback from the customers or clients.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Not Important	12	12.0	12.0	12.0
Important	6	6.0	6.0	18.0
Very Important	82	82.0	82.0	100.0
Total	100	100.0	100.0	

When asked how important audience feedback was, the majority at 82.0% agreed that it was important for organisations to hear back from their audiences. 6.0% felt that feedback was important while 12.0% of the consultants indicated that audience feedback was not important. In any communications engagement, feedback is important since it informs the communicator whether the intentions of communication were achieved. It is also important to note that feedback enables one to appreciate the strategy used. In most instances, strategies are changed when the feedback is negative, in order to promote understanding and collaboration. Following feedback, all communicators are expected to revise the message or adopt a new communication channel or strategy to ensure they achieve their communication goals (Rousseau, et al 2015). The channels being used are determined by audience feedback.

4.4: Factors Influencing the Selection of Social Media tools

The second objective of the study was to determine the factors that affect the selection of social media tools used by PR practitioners in the public relations practice, and especially to reach out to their clients or audiences. Knowing the factors in the selection of social media channels was important in understanding why the professionals has adopted or not adopted certain social media tools they use. The following subsections present and analyses the results.

4.4.1: The average age of the consultants' audience(s)

The researcher sought to find out the average age of the PR professional clients. The average age of the audience was thought to be an important factor in selecting social media for communication. The study sought to find out the age of audiences of the consultants, as seen in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
20-24 Years	43	43.0	43.0	43.0
25-29 Years	38	38.0	38.0	81.0
30-34 Years	19	19.0	19.0	100.0
Total	100	100.0	100.0	

The PR professionals who participated in the study were asked to state the average ages of their clients based on predetermined categories. This was important to discern the consultant's understanding of the audiences they deal in order to drive their consideration to use social media as tools to reach out to them. From the survey it was reported that 43.0% the average age of their audiences was between 20-24 years, 38.0% of them indicated that their clients ranged between 25-29 years, while the remaining 19.0% indicated that their audiences ranged between 30-34 years. This finding suggests that most of the consultants deal with clients of varied age group, hence the need to diversify the media used to reach them, including relying on social media platforms. The belief that age affects media choice for corporate communications supports the assertion by Cornelissen (2004).

4.4.2: Audience type targeted by the consultants' communications

Another factor that was thought to affect the selection of social media for communicating with clients was the category of audiences targeted by the organizations or consultants. The researcher predetermined the audience categories as internal, external and other category audiences. The researcher thought that the category of audiences in organization may affect media selection and use. This can also be related to audience nature and reach. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Internal Audiences	12	12.0	12.0	12.0
External Audiences	81	81.0	81.0	93.0
Others (please specify)	7	7.0	7.0	100.0
Total	100	100.0	100.0	

Findings established that the majority (81%) of the PR consultants targeted external audiences of various client organizations with their communication. It was also observed in the findings that 12% of the PR consultants targeted internal audiences of client organizations, while 7% of them reported that their intention was to reach other audiences, perhaps in an effort to enhance the visibility of their organisations among audiences on social media. This finding illustrates why organizations seek consultancy services when it comes to helping them deal with external audiences to such organizations (Mbeke 2010).

4.4.3: The average level of education of the consultants' audiences

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Secondary Level	19	19.0	19.0	19.0
Diploma Level	37	37.0	37.0	56.0
Undergraduate Degree	37	37.0	37.0	93.0
Master and above	7	7.0	7.0	100.0
Total	100	100.0	100.0	

When asked to estimate the audience's level of education, 19% of the consultants estimated that their clients had secondary level of education, 7% indicated that their audiences had master degree level and above. However, those who indicated that their audiences had diploma and undergraduate accounted for 37% each. This means that majority of the consultants believed their clients had basic university level education. The belief that all the clients were educated was an important determinant in the deployment of social media as platforms for communicating with the clients. It is worth noting that social media use did not entirely depend of the level of education as people with some basic knowledge and smartphones effectively used social media platforms (Nowicka 2012).

4.4.4 Multiple factors for social media selection

The researcher wanted to establish what informs the PR consultants of the social media networking sites they use. The study found the factors to include number of followers and users in that platform, the message they wanted to put across, the target audiences they wanted to reach out to, twitter-target audiences, younger target audience, Facebook for communications that are intended for general masses, YouTube for the younger and diaspora audience, audience numbers and reach, platform news, type of content, reach of key influence, the social media ease of use, nature of content/product, the budget, Instagram for showing off, feedback mechanisms, insights, newsfeed, interaction direct and indirect, impact of medium number of users, popularity of the channel and age (level of maturity) of the audience. The fact that all consultants associated the adopted and use of social media in strategy with several interrelated factors working together agrees with the Rogers notion of convergence media being more effective than isolated media use.

4.5: Perceived Influence of Social Media on Modern PR practice

The third objective of the study was to determine the perceived influence of social media on modern public relations practice by the consultants. The importance of this was to attempt to discern the relationship between social media use and its effects on modern practice. Modern PR practice refers to public relations processes and activities in the era of technology. It is expected that the practice of communication is growing in all its entailments - source, message, channel, receivers and feedback. The adoption of new media is thought to have improved the practice by having more

informed sources and recipients, improved messages and timely feedback and diversified channels. The subsections below present the results.

4.5.1: Traditional media reach and influence reducing as SM gains currency

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	6	6.0	6.0	6.0
Strongly Agree	26	26.0	26.0	32.0
Agree	61	61.0	61.0	93.0
Undecided	7	7.0	7.0	100.0
Total	100	100.0	100.0	

The researcher wanted to establish the level of agreement by public relations consultants on the notion that the traditional media reach and influence are reducing as the social media reach and influence are increasing. This was important in determining whether social media has gained more traction and power than the traditional media. It was observed that the majority agree that social media has grown in reach and influence, with 61.0% agreeing to the statement and 26.0% registering their views as strongly agreeing. 7.0% were undecided while 6.0% of them disagreed with the statement. These findings suggests that social media will be a more power tool to use in the modern public relations practice (Boyd & Ellison 2007). In terms of perception, social media have been thought to be more influential than traditional media at 87%.

4.5.2: Social media support for effective crisis communications in modern era

The study sought to investigate the opinion of consultants on whether social media support is required for effective crisis communication. The researcher believed that the modern world replete with crises which needed to be managed by public relations techniques. Therefore, study sought to investigate whether social media can lead to more effective crisis management than the traditional media. The results are presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	88	88.0	88.0	88.0
Agree	12	12.0	12.0	100.0
Total	100	100.0	100.0	

From the results, majority of the consultants at 88% strongly agreed that they need an aspect of social media support to effectively a communications crisis in the modern public relations age. Additionally, 12% of them agreed to this notion. This means that all of those studied agreed that social media is important during crisis management. It is clear that modern crises are difficult to deal with as information goes to the public quite quickly through new media platforms such as tweeter, WhatsApp and Facebook (PRSK 2012). This rapid dissemination of information provides a challenge to PR professionals especially in information management. During crisis, information ought to be properly managed. In a case where it leaks to the public before the affected organization could effectively plan for its dissemination possess a great risk.

4.5.3: Mode of social media skills acquisition by consultants

The researcher sought to investigate how the consultants acquired the social media skills to use in the modern public relations practice. The researcher identified formal training, peer to peer training and self-training and asked the consultants to state the one through which they got the training in social media. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Formal training	24	24.0	24.0	24.0
Training by Peers	64	64.0	64.0	88.0
Self-Training	12	12.0	12.0	100.0
Total	100	100.0	100.0	

Here, the study sought to know whether the PR consultants surveyed had acquired any new skills to enable them use social media for effective communications in the Public Relations practice and how they acquired the skills. From the findings 24% reported that they acquired the skills through formal training, majority at 64% reported that they were trained by peers while the remaining 12% obtained the skills through self-training. It is instructive to note that peer-to-peer training dominated the means by which social media skills were acquired by the consultants. This happened probably through professional workshops that they attend for their professional development. Most of these are offered by their associations such as PRSK. The fact that some consultants indicated have got the training through formal education in tertiary level colleges imply that social media training may have been included in the curricular of some diploma and undergraduate degree programmes. The fact that majority of the consultants were diploma holders attests to this training interwoven in the curriculum only at basic education levels. Majority of the consultants had indicated that they had diploma and undergraduate degree level education.

4.5.4: Basic skills needed by modern PR Practitioners

The researcher wanted to find out the most basic skills that a modern PR Practitioner needs to deliver in the current disposition. Some of the responses obtained included communication skills, mainstream media in real life, content development, interpersonal skills, social media skills and writing skills, media relations, multi-tasking, social media management, navigating and monitoring digital channels. It is instructive to note that all respondents indicated these skills as most important in navigating the present public relations practice terrains. Communication skills include speaking, writing, listening and sign language skills necessary for both first impression and communicative competency. Mainstream media skills equip the PR practitioners with the journalistic knowledge necessary to address the media as an important public of the clients. Content development skills enable the consultants to produce and disseminate a wide-ranging content for various audiences including and through the media. Interpersonal skills are for building and sustaining relationship with public and organizations.

Social media skills are essential in the e-PR practice and in the realization of people and organizations as global entities. Writing skills enable the consultants to be able to engage in any form of business or correspondence writing to give the organization a voice and visibility. The media relations skills embed the media and journalism work in organizations to promote positive publicity and improve the mutual relationship between the media and organization. The multi-tasking skills will equip the consultants with skills necessary to run several important communication programs in a more comprehensive manner. Social media management skills will lead to effective issue, conflict and crisis management in organizations because new media has proven difficult to manage especially during conflicts and crises. Lastly, navigation and monitoring skills are essential part of various program development and execution, and they promote efficient evaluation and monitoring of the programmes of communication such as corporate strategy.

4.5.5: Whether influencers play an important role in message dissemination

The consultants were asked whether social media influencers play an important role in message dissemination. Social media influencers have a huge following in the social media platforms such as Facebook and Twitter. They play the role of social role models. Many times, corporate organizations use influencers to advertise their brands or as brand ambassadors. Today social media influencers are relevant in civil, political and business mobilizations. They influence a number of activities. In this study, the consultants were asked whether social media influencers are important in modern public relations practices. The responses were presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Disagreed	6	6.0	6.0	6.0
Strongly Agree	46	46.0	46.0	52.0
Agree	48	48.0	48.0	100.0
Total	100	100.0	100.0	

In the study, the researcher wanted to know the level of agreement of audiences on the notion that influencers play an important role in faster dissemination and ease of breaking down messages. Findings revealed that 6.0% disagreed, 46.0% agreed while the remaining 48% strongly agreed. From the findings it can be seen that a whopping 94% believed that influencers are very important in message dissemination. This suggests that social media influencers impact the modern PR practice since they influence both cognitive and behaviour of the publics or clients. Therefore, modern PR practice needs to consider the impact of social media in their environment as they can negatively or positively affect public perception and action.

4.5.6: Social media and consumer/ client feedback and engagement

The consultants were asked whether social media is effective in customer or client feedback and engagement. This was important to test the extent to they promote feedback and foster engagement. Feedback is important to learn what the publics think of the product or services offered. Additionally, customer engagement is one of the goals of public relations persons in organizations. The consultants were asked whether they agreed with the notion of whether social media is important in feedback and engagement using categories such as Strongly Agree, Agree and Disagree; and the results are presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	64	64.0	64.0	64.0
Agree	36	36.0	36.0	100.0
Total	100	100.0	100.0	

When asked whether they agreed with the statement that social media is effective in getting consumer/client feedback and securing their engagement, it was observed that 36.0% agreed, while the majority of them at 64.0% strongly agreed. The deduction from this finding is that most of the practitioners appreciate the ability by social media channels to offer client feedback and engagement. It also goes to suggest that many practitioners would be more likely to monitor sentiments from their social media platforms than they would expect from traditional media channels. This lends credence to the believe that new media technology has gained traction into modern PR practice and professionals are willing to deploy it to achieve their communication goals in organizations and other clients.

4.5.7: Social media versus traditional media in call to action

The researcher wanted to find out whether it was much easier for a call to action through social media than traditional media. This was important in gauging the efficacy of social media in modern PR practice over the traditional media. The results are presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	50	50.0	50.0	50.0
Agree	38	38.0	38.0	88.0
Disagree	12	12.0	12.0	100.0
Total	100	100.0	100.0	

Findings reveal that 12.0% of the PR consultants disagreed with the statement that it is easier to affect your “call to action" through social media than through traditional media, 38% of those surveyed indicated that they agreed while the remaining 50% strongly agreed. This suggests that majority of the respondents at 88% agreed that social media is more effective in effecting calls to action as compared with traditional media with only 12%. The fact that majority believe social media is more effective implies that its deployment would be more effective.

4.5.8: Traditional and social media will continue to coexist in modern PR age

The researcher sought to investigate whether social media and traditional media will continue to co-exist in the modern public relations practice. The importance of this was to determine the value of integrated communication approach in modern practice. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	64	64.0	64.0	64.0
Agree	30	30.0	30.0	94.0
Undecided	6	6.0	6.0	100.0
Total	100	100.0	100.0	

In the study, it was revealed that 6.0% of the PR consultants were undecided on the statement of whether that traditional media and social media will continue to coexist for effective communication in the modern public relations age. On the same question, 30% agreed while a majority of the consultants at 64% strongly agreed. The implication of this is that most of the consultants at 84% were confident that both social media and traditional media will continue to support each other in the practice thereby suggesting the deployment of integrated communication approach in the modern public relations practice.

4.6: Skill sets for social media in the modern PR practice

The fourth objective of the study sought to find out whether there are additional skills requirement for effective deployment of social media in modern public relations practice. This was important to determine the effectiveness of the use of new technology in running public relations by PR consultant and whether there were additional requirements that would affect the adoption and proper utilization of social media in the practice of communication. The subsections below present the results.

4.6.1: How often consultants participate in PR training programmes

The consultants were asked how often they participated in the training for social media adoption and use in modern public relations practice. This was important in gauging whether the consultants believe social media use in practice is expensive or demanding. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Annually	36	36.0	36.0	36.0
Bi-annually	18	18.0	18.0	54.0
Quarterly	13	13.0	13.0	67.0
Monthly	20	20.0	20.0	87.0
Hardly Ever	13	13.0	13.0	100.0
Total	100	100.0	100.0	

The study revealed that 36% of the PR consultants participate in training programmes related to Public Reactions annually, 18% participate bi-annually, while those who participate quarterly and hardly ever each account for 13%. The implication of this is that most of the consultants engage in training in order to improve their practice. These trainings happen at different times at to a large extent offered by the professional associations such as PRSK. It is important to note that these trainings are not entirely on social media but on a host of other areas of professional development. This finding goes to suggest that PR practice could be dynamic, requiring the need for constant upskilling through new learnings.

4.6.2: Whether the consultants acquired any new skills to use social media

The researcher sought to investigate whether the PR consultants had acquired social media training for its incorporation into the practice. This was important to determine the actual percentage of those already trained in social media to use in the modern public relations practice. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	45	45.0	45.0	45.0
No	55	55.0	55.0	100.0
Total	100	100.0	100.0	

When asked if they have acquired any news skills to enable them use social media for effective communications in the public relations age, 45% indicated having acquired the training while the remaining 55% did not have the training. This suggests that a majority of public relations consultants have not had specific training relating to social media. It is important to note that even though the consultants agreed that social media training is important, majority of them still do not have formal training, which points at an opportunity for PRSK and other training and academic institutions, to develop and offer social media training.

4.6.3: How best the social media skills acquisition can be done

The researcher sought the opinion of the selected consultants on how best they believe the social media skills can be acquired. This was an important pointer to tell where they believe these skills can be found quickly and effectively. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Formal training	25	25.0	25.0	25.0
Peer training	75	75.0	75.0	100.0
Total	100	100.0	100.0	

Findings reveal that 25% of the consultants believe that the acquisition of social media skills can best be done through formal training while the majority at 75% indicated that it is through training by peers. The deduction from this finding is that peer-to-peer training is more effective than the formal training. While the former happens in informal set up and as an ongoing process similar to those organized by their professional association, the formal training takes place in the formal set up such as universities and colleges.

4.6.4: Consultants knowledge of programmes in Kenya on social media skills

The consultants were asked whether they knew any training programmes in Kenya where someone could get the social media skills training. This was important in gauging their sensitivity to the training needs of their cadres. This was also to establish whether the consultants were aware of and could quickly sign-up for the training in their locality should any needs arise. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Yes	32	32.0	32.0	32.0
No	68	68.0	68.0	100.0
Total	100	100.0	100.0	

When asked whether they were aware of any training programmes available in Kenya, where discerning modern public relations practitioners can acquire relevant social media skills, majority at 68% were not aware while 32% of the consultants we aware. This finding also points at

opportunities by PRSK and academic institutions to create and market training programmes for professionals.

4.6.5: The best time for PR practitioners to acquire social media skills

The study sought to investigate the best time for consultants to get the social media skills for deployment in the modern public relations practice. The respondents provided various options as presented in the table below.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
On the Job training	18	18.0	18.0	18.0
In universities/colleges	51	51.0	51.0	69.0
Professional training	31	31.0	31.0	100.0
Total	100	100.0	100.0	

When asked the best time for public relations practitioners to acquire the requisite skills for social media to be applied in modern communications practice, 18% indicated on the job training, 31% suggested through professional training, while the remaining 51% thought it was best while someone is in the university or college. Those who believed on the job training were informed by the fact that such training should frequent and dynamic, while those who proposed the professional training believed that various professional bodies should be at the forefront in sharpening the skills of their members.

4.6.6: Whether practitioners without social media skills could be irrelevant

The practitioners were asked to indicate their opinion on the destination of those do not develop social media skills in the realm of modern public relations practice. This was intended to excite the debate around the value of taking social media training to advance modern public relations.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	32	32.0	32.0	32.0
Agree	56	56.0	56.0	88.0
Undecided	6	6.0	6.0	94.0
Disagree	6	6.0	6.0	100.0
Total	100	100.0	100.0	

When asked about their opinion on the statement that practitioners who do not acquire skills in social media skills are likely to become irrelevant in the modern public relations space, 6% were undecided, 6% disagreed, 32% strongly agreed while the remaining 56% agreed. This suggests that a majority of the consultants are cognisant of the dangers of not having social media skills in the wake of new technology and modern public relations practice. This was confirmed by 88% of consultants who believed that lack of the skills will make a practitioner irrelevant in today's world.

4.6.7: Whether practitioners have no choice but to invest in social media skills

The researcher sought to investigate whether they believe that all practitioners in public relation has no choice but to adopt social media to promote modern public relations practice or perish. The table below presents the results.

Response	Frequency	Percent	Valid Percent	Cumulative Percent
Strongly Agree	75	75.0	75.0	75.0
Agree	25	25.0	25.0	100.0
Total	100	100.0	100.0	

When asked their opinion on the statement that agencies or companies or practitioners have no choice but to invest in skills acquisition to enable them use social media for their communication, majority at 75% strongly agreed, while the remaining 25% agreed, thereby making a total of 100% acceptance that social media skills are important in modern public relations practice. The fact that the consultants agree that social media is important implies that it will be inevitable for modern public relations practice to grow without social media.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1: Introduction

This chapter provides a summary of the main findings based on the specific research objectives, study conclusions and recommendations. The general objective of the study was to determine the perceptions of public relations practitioners on the incorporation of social media in modern public relations practice. The study was specific to the views of the public relations consultants within Nairobi. The specific objectives of the study were to examine the social media incorporation in modern public relations practice by consultants, to investigate the factors that influence the selection of social media tools used in modern public relations practice, to determine the influence of social media on modern public relations practice and to explore the social media skill set necessary in promoting modern public relations practice.

5.2: Summary of Findings

5.2.1: Social Media incorporation into modern public relations Strategy

The study found out that the public relations practitioners developed corporate communication strategies with social media as one of the approaches for effective dissemination of messages. The key audiences for the strategy were customers and clients as opposed to government and institutional publics. As at the time of the study, consultants rarely ran social media pages. It was also found that most of the consultants rarely updated their social media content. It was found that most of the consultants' clients were holders of diploma and secondary school certificates. It was found out that social media was best suited to support modern public relations compared to traditional media. Feedback was identified as the most important reason that social media have in modern PR practice.

5.2.2: Factors influencing the selection of social media tools

It was found out that age was an important factor, for instance consultants within the age group of 20-24 years were the majority of users at 43% whereas 25-29 years followed at 38%. Audience category was also an important factor affecting the selection of social media tools with external audience category with 81% followed by internal audiences at 12%. Educational level was another factor where basic, diploma and undergraduate degree ranked at 19%, 37% and 37% respectively, implying that social media use was prevalent among lower level educational achievements.

5.2.3: Influence of Social Media in modern PR practice

The study that there was reducing traditional media reach and influence at 87%. The study found that social media was supportive of crisis communication at 100%. The study found that social media skills were important in managing a lot of issues in public relations and social media skills acquired were for versatility of the workforce. The study also found that social media influences played an important role at 94%. The study found out that social media promoted customer or client's feedback and client engagement at 100%. The study also found out that social media made it easier for the call of action at 88%. Lastly, the study found that social media can however not work in isolation as it needs the coexistence of social media and traditional media at 94%.

5.2.4: Skills required for effective social media use in modern PR practice

The last objective of the study was to investigate the required skill sets for adoption and efficient use of social media in modern public relations practice. The study found that most of the consultants recognize that additional skills are important in the overall use of social media in PR practice. The study found that most of the practitioners had in one way or another participated in skills training in the general practice of PR. The study found that those who had not taken part in PR related social media skills training were 55 compared to only 45% who had had the training. The study also found that peer to peer training was the most effective in social media training compared to ongoing, formal and other kinds of training. The consultants observed that peer to peer training led to massive sharing of skills in many informal environments, which is very appropriate for the consultants who are in active practice away from the formal schools. It was found that most of the consultants were not aware of the social media training avenues in their local environment. This implies that PR training was still restricted to colleges, universities and only a few professionally organized workshops. The consultants agreed that the best time to take the PR related skills training is while in colleges and universities, meaning the contents of the curriculum should have the skills embedded as there are very few avenues of gaining skills out of the school life. Lastly, the consultants observed that social media training is very important and modern public relations practice would be doomed without social media skills incorporated in the practice by all practitioners.

5.3: Conclusions of the study

The first objective of the study was the incorporation of social media in communication plans. The study found that social media is being incorporated in most of the strategies developed by the PR professionals. Most of the PR consultants recognize social media as an important technique to deliver messages to the public. The key audiences for the strategy were customers and clients as opposed to government and institutional publics. The consultants rarely ran social media pages. It was also found that most of the consultants rarely updated their social media content. It was found that most of the consultants' clients were holders of diploma and secondary school certificates. It was found out that social media were best suited to support modern public relations compared to traditional media. Feedback was identified as the most important reason that social media have in modern PR practice.

The study also concluded that age was an important factor in the selection of social media in the practice of public relations. Audience category was also an important factor affecting the selection of social media tools with external audience category taking the lead. Educational level was another factor, implying that social media use was determined by education level and more predominant among the lower level educational cadres.

The study concluded that there was reducing traditional media reach and influence as the reach and influence of social media was increasing in modern PR practice. The study found that social media was supportive of crisis communication. The study found that social media skills were important in managing many issues in public relations, and social media skills acquired were for versatility of the workforce. The study found out that social media promoted customer or client's feedback and client engagement. The study also found out that social media made it easier for the call of action Lastly, the study concludes that social media cannot work in isolation as it requires the coexistence of social media and traditional media.

The study investigated the new skill sets required in the adoption and efficient use of social media in modern public relations practice. The study concludes that the consultants generally recognize these skills to be important in the overall use of social media in PR practice. The study also

concludes that peer to peer training was the most effective in social media training compared to other kinds of training. It was concluded that peer to peer training led to massive sharing of skills in many informal environments, which is very appropriate for the consultants who are in active practice away from the formal schools. It was also concluded that PR training was still restricted to colleges, universities and only a few professionally organized workshops. The consultants concurred that the best time to take the PR related skills training is while in college and university, meaning the contents of the curriculum should have the skills embedded as there are very few avenues of gaining skills out of the school life. Lastly, the study concludes that social media training is very important and modern public relations practice will not be effective and efficient without the social media skills incorporated in the practice by all practitioners.

5.4: Recommendations of the study

5.4.1: Recommendations for Policy and Strategy

The study sought to examine the perceptions of Public Relations consultants on the deployment of social media in modern PR practice. The findings reveal that new media is of immense importance in PR practice today. It is therefore recommended that the curricula used to train communications in colleges and universities need to embedded with contents on social media use. The study also recommended that continuous training should be launched by organizations and professional associations in order to improve the skills of the communication practitioners under them. The study also recommends that all organizations and entities to recognize social media as one of the techniques due to its influence on today's practice.

5.4.2: Suggestions for further study

- The study suggests that further study should be conducted to determine the perceptions of social media influence among the publics of organizations
- The study recommends that an analysis of the influence of social media be explored on specific public relations goals of organization as this study was quite general to the opinion of consultants
- The study also suggests the need to further examine the economic value of deploying the social media as opposed to the traditional strategy to inform the overall overhaul or decision of the most appropriate techniques to use to achieve specific communication goals.

REFERENCES

Blankson, I. (2009). *Public relations in sub-Saharan Africa*. In Freytag, Alan & Stokes, Ashli (Ed.), *Global public relations: Spanning borders, spanning cultures* (1st ed., pp. 178-205). New York: Routledge.

Borger M., van Hoof A., Meijer I.C & Sanders J. (2012). *Constructing Participatory Journalism as a Scholarly Object*. Routledge

Boyd D.M. & Ellison N.B (2007). Social Network Sites: Definition, History and Scholarship. *Journal of Computer-Mediated Communication*. V13, Issue 1. Pennsylvania State University

Breakenridge, Deirde K. *Social Media and Public Relations: Eight New Practices for the PR professional*, Pearson Education, 2012.

CIPR (2012). Here Comes Web 3.0 and the Internet of Things. *Share This- The Social Media Handbook for PR Professionals*. West Sussex. United Kingdom.

CIPR (2012). An Introduction to Social Networks. *Share This- The Social Media Handbook for PR Professionals*. West Sussex. United Kingdom.

CIPR. Dahlit Bhurji. (2012). Skilling Up for the Future. *Share This- The Social Media Handbook for PR Professionals*. West Sussex. United Kingdom.

CIPR. Helen Nowicka. (2012). Integrating Traditional and Social Media. *Share This- The Social Media Handbook for PR Professionals*. West Sussex. United Kingdom.

CIPR. Stuart Bruce. (2012). Modern Media Relations and Social Media Newsrooms. *Share This- The Social Media Handbook for PR Professionals*. West Sussex. United Kingdom.

CIPR. (2016). *State of PR 2016. Insight to Inform.* CIPR, London.

Communications Authority of Kenya. (2016). *Quarterly Sector Statistics Report Second Quarter for The Financial Year 2015/2016 (October-December 2015).* Nairobi, Kenya.

Cornelissen, J. (2004). *Corporate Communications Theory and Practice*. Sage Publications. London. Thousand Oaks. New Delhi.

Dooley, D. (2007). *Social Research Methods*. Prentice Hall. New Delhi.

Jefkins F. (1998). *Framework for Public Relations (Fifth Edition)*. Glasgow, Britain. Pearson Professional Limited.

Kiambi, D.M. (2010). *Public Relations in Kenya: An Exploration of Public Relations Models and Cultural Influences.* M.A Dissertation, Miami University.

L'Etang Jacquie & Muruli George. (2004). Public relations, decolonization, and democracy. In D. J. Tilson, & & Alozie C. Emmanuel (Eds.), *Toward the common good: Perspectives in international public relations* (pp. 215) Pearson.

McLuhan, M 1994,'*Understanding media: The extensions of man*', MIT Press, United States of America.

McQuail, D. (2001). *With More Hindsight: Conceptual Problems and Some Ways Forward for Media Use Research.* The European Journal of Communication Research. De Gruyter

Ngechu M. (2004). *Understanding the Research Process and Methods. An introduction to research methods*. Acts Press, Nairobi.

Ochilo, P.J.O. (1997). Africa Media Review. *Press Freedom and the Role of the Media in Kenya. Volume 7, No. 3*. Africa Council for Communication Education

Raj M. P., Joseph K.J. and Rousseau J. M. (2015). *Corporate Communication & Social Media: A study of its usage pattern*. International Journal of Humanities and Social Science Invention.

Rensburg R. and Cant M. (2009). Public Relations- African Perspectives (Second Edition). Heinemann. Cape Town.

Rogers, E.M. (1995). *Diffusion of innovations (4th edition)*. The Free Press. New York.

Smart Insights (2016). *Global Social Media Research Summary 2016*. http://www.smartinsights.com/social-media-marketing/social-media-strategy/new-global-social-media-research/

Solis B. & Breakenridge D. (2012). *Putting the Public in Public Relations: How Social Media is Reinventing the Aging Business of PR.* Pearson Education Inc. New Jersey

The Standard. (2016). *Brutality Outrage. Backlash: Police Action on anti-IEBC protestors condemned.* Wednesday, May 18, 2016. The Standard Group. Nairobi

Van Riel, C.B.M. (1995), *Principles of Corporate Communication.* London: Prentice Hall.

Wright, D.K. & Hinson, M.D. (2010) *How New Communications Media Are Being Used in Public Relations: A Longitudinal Analysis, Public Relations Journal Vol. 4, No. 3, Summer, 2010*. PRSA, USA.

APPENDIX 1: CONSULTANT PRACTIONERS' QUESTIONNAIRE

INTRODUCTION

My name is Henry Ndirangu Mwariri. I am a Master in Communication studies candidate in the School of Journalism and Mass Communication, University of Nairobi. Currently I am conducting my research entitled *"Social Media Incorporation into Modern Public Relations Practice in Kenya: Perspectives of active Public Relations Professionals in Nairobi"*. The study has the permission of the University of Nairobi and your kind response to the questions in this questionnaire will be greatly appreciated. I undertake to uphold utmost confidentiality with your responses, which will be used only for the reason of this academic work. Feel free to respond and truthfully as possible. Thank you in advance.

SECTION A: GENERAL INFORMATION

Part 1: Basic Information (Write or tick as appropriate)

Name	
Years of PR Practice	
Type of Practice	*(Tick as Appropriate)* Agency Resource ( ) In-house Resource ( ) Independent Consultant ( )
Company Name	*(optional)*
Level of Education	Diploma ( ) Undergraduate Degree ( ) Master's Degree ( ) Doctorate Degree ( )

Part 2: Areas of Practice

(Tick as Appropriate/ all that apply to you)

Media Relations		Internal Communications	
Community Relations		Publications	
Corporate Responsibility		Financial Communications	
Strategy Development		Public Affairs	
Event Management		Business to Business	
Health Communication		Social Media	
Sustainability Communication		Advocacy	
Corporate Communications		Political Communications	
Others:			
1.		2.	
3.		4.	
5.		6.	

SECTION B: SOCIAL MEDIA INCORPORATION INTO PR PROGRAMMES

(Tick as appropriate)

Question	Responses
1. How often do you develop plans/ strategies for corporate communications campaigns?	Weekly ( ) Monthly ( ) Bi-monthly ( ) Quarterly ( ) Semi-annually ( ) Annually ( ) Ad-hoc ( )
2. Who are the key audiences for your plans/ strategies?	Internal ( ) Customers/ Clients ( ) Government ( )

	Policy Makers ( ) Industry Players ( ) Community ( ) Others: *(please specify)* …… …….	
3. Do you run a social media page or handle for your clients/ organization?	Yes	
	No	
4. How often do you update the contents of the social media page/ handle?	Never	
	Rarely (once a month)	
	Every fortnight	
	Weekly	
	Daily	
	More than once a day	
5. What is the average level of education for most of your audiences?	Secondary School ( ) Diploma ( ) Undergraduate Degree ( ) Master's Degree ( )	
6. What communication channels best suit your audiences?	Traditional Media ( ) New Media ( ) Direct Engagement ( ) Influencer Engagement ( ) Town Hall Meetings ( ) Intranet ( ) Others: *(please specify)* …… …….	

7. How important is audience feedback/ response to you?	Not Important	
	Slightly Important	
	Moderately Important	
	Important	
	Very Important	
8. Do you use influencers?	Yes	
	No	
9. Have you invested in any monitoring tool(s) for social media?	Yes ( ) No ( )	

SECTION C: FACTORS INFLUENCING SELECTION OF SOCIAL MEDIA TOOLS

Question	Response	
1. What is the average age of your audience(s)?	15 – 19 years ( ) 20 – 24 years ( ) 25 – 29 years ( ) 30 – 34 years ( ) 35 – 39 years ( ) 40 – 44 years ( ) 45 – 50 years ( ) Over 50 ( )	
2. Which audience category does your communication usually target?	Internal Audiences	
	External Audiences	
	Others (Please specify)	

3. What is your audiences' average level of education?	Secondary School ( ) Diploma ( ) Undergraduate Degree ( ) Master's Degree and above ( )
4. What social networking sites do you use mostly? *(In order of priority)*	i.
	ii.
	iii.
	iv.
	v.
5. What informs your selection of each in number 4 above?	
i.	
ii.	
iii.	
iv.	
v.	
6. Do you make investments to boost your content?	Yes ( ) No ( ) I do not know ( )
7. If your response to no. 6 is (Yes) or (No) please explain why.	
8. How do you quantify your return on investment (ROI) for social media use?	

9. Do you use Desk Top Publishing/ any other creative approach, to develop your social media messaging or is it textual?	

SECTION D: INFLUENCE OF SOCIAL MEDIA ON MODERN PR PRACTICE

1. Traditional media's reach and influence has been reducing, as social media gains currency.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
2. Integrated communications is a realistic approach for modern public relations practitioners.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
3. You are likely to get more audiences through social media rather than through traditional media platforms.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
4. The return on investment in social media is higher than on traditional media.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
1. Influencers play an important role in faster dissemination and ease of breaking down messages.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	

	Strongly Disagree	
2. Social media is effective in getting consumer/ client feedback and securing their engagement.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
3. It is easier to effect your "call to action" through social media than through traditional media.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
4. Traditional media and social media will continue to coexist for effective communication in the modern public relations age.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	
5. You need an aspect of social media support to effectively a communications crisis in the modern public relations age.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	

SECTION E: SKILL SET FOR SOCIAL MEDIA IN THE MODERN PR AGE

1. How often do you participate in training programmes related to public relations?	Annually	
	Bi-annually	
	Quarterly	
	Monthly	
	Hardly Ever	
	Yes	

2. Have you acquired any news skills to enable you use social media for effective communications in the public relations age?	No	
	If (Yes) please specify:	
3. If you have answered (Yes) in No. 1, how did you acquire the skills?	Formal Training	
	Training by Peers	
	Self-Training	
	Others: *(please specify)*	
4. What do you feel are the most basic skills that a modern PR practitioner needs to deliver in the current disposition?		
5. How best can the acquisition of skills be done?	Formal Training?	
	Training by Peers	
	Self-training	
	Others: *(please specify)*	
6. Do you know any training programmes available in Kenya, where discerning modern public relations practitioners can acquire relevant social media skills?	Yes	
	No	
	If (Yes) please specify	
7. When is the best time for public relations practitioners to acquire requisite skills for social media use?	On the job training	
	While in University/ College	
	Through professional training?	
	Others:	
8. Practitioners, who do not acquire skills in social media skills, are likely to become	Strongly Agree	
	Agree	
	Undecided	

irrelevant in the modern public relations space.	Disagree	
	Strongly Disagree	
9. Agencies/ Companies/ Practitioners have no choice but to invest in skills acquisition, to enable them use social media for their communication.	Strongly Agree	
	Agree	
	Undecided	
	Disagree	
	Strongly Disagree	

APPENDIX 2: CERTIFICATE OF FIELDWORK

UNIVERSITY OF NAIROBI
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

Telegram: Journalism Varsity Nairobi
Telephone: 254-02-3318262, Ext. 28080, 28061
Director's Office: +254-204913208 (Direct Line)
Telex: 22095 Fax: 254-02-245566
Email: soj@uonbi.ac.ke

P.O. Box 30197-00100
Nairobi, GPO
Kenya

REF: CERTIFICATE OF FIELDWORK

This is to certify that all corrections proposed at the Committee of Examiners meeting held on Thursday, June 11, 2015 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for fieldwork.

Reg. No: K50/75378/2009

Name: Henry Ndirangu Mwariri

Title: Social Media Incorporation into Modern Public Relations Practice in Kenya: Perspectives of active Public Relations Professionals in Nairobi

Dr. Silas Odongo Oriaso		11/06/2015
SUPERVISOR	SIGNATURE	DATE
PROF GEORGE NYABUGA		11/6/2015
PROGRAMME COORDINATOR	SIGNATURE	DATE
Prof Ndeti Ndati		01-12-2021
CHAIRMAN	SIGNATURE/STAMP	DATE

UNIVERSITY OF NAIROBI
01 DEC 2021
DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

APPENDIX 3: CERTIFICATE OF CORRECTIONS

UNIVERSITY OF NAIROBI
FACULTY OF SOCIAL SCIENCES
DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

Telegram: Journalism Varsity Nairobi
Telephone: 254-02-3318262, Ext. 28080, 28061
Director's Office: +254-204913208 (Direct Line)
Telex: 22095 Fax: 254-02-245566
Email: soj@uonbi.ac.ke

P.O. Box 30197-00100
Nairobi, GPO
Kenya

REF: CERTIFICATE OF CORRECTIONS

This is to certify that all corrections proposed at the Committee of Examiners meeting held on Friday, November 12, 2021 in respect of M.A/PhD. Project/Thesis Proposal defence have been effected to my/our satisfaction and the project can be allowed to proceed for binding.

Reg. No: K50/75378/2009

Name: Henry Ndirangu Mwariri

Title: Social Media Incorporation into Modern Public Relations Practice in Kenya: Perspectives of active Public Relations Professionals in Nairobi

Dr. Silas Odongo Oriaso		24/11/2021
SUPERVISOR	SIGNATURE	DATE
PROF GEORGE NYABUGA		24/11/2021
PROGRAMME COORDINATOR	SIGNATURE	DATE
Prof Naomi Ndati		01-12-2021
CHAIRMAN	SIGNATURE/STAMP	DATE

UNIVERSITY OF NAIROBI
01 DEC 2021
DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

APPENDIX 4: DECLARATION OF ORIGINALITY FORM

UNIVERSITY OF NAIROBI

Declaration of Originality Form

This form must be completed and signed for all works submitted to the University for examination.

Name of Student HENRY NDIRANGU MWARIRI

Registration Number K50/75378/2009

College FACULTY OF SOCIAL SCIENCES

Faculty/School/Institute DEPT. OF JOURNALISM & COMMUNICATION

Department DJMC

Course Name MA. COMMUNICATION STUDIES

Title of the work

SOCIAL MEDIA INCORPORATION INTO MODERN P.R PRACTICE IN KENYA: PERSPECTIVES OF ACTIVE PUBLIC RELATIONS PROFESSIONALS IN NAIROBI

DECLARATION

1. I understand what Plagiarism is and I am aware of the University's policy in this regard
2. I declare that this PROJECT (Thesis, project, essay, assignment, paper, report, etc) is my original work and has not been submitted elsewhere for examination, award of a degree or publication. Where other people's work, or my own work has been used, this has properly been acknowledged and referenced in accordance with the University of Nairobi's requirements.
3. I have not sought or used the services of any professional agencies to produce this work
4. I have not allowed, and shall not allow anyone to copy my work with the intention of passing it off as his/her own work
5. I understand that any false claim in respect of this work shall result in disciplinary action, in accordance with University Plagiarism Policy.

Signature

Date 24/11/2021

UNIVERSITY OF NAIROBI CHAIRMAN 03 DEC 2021 DEPARTMENT OF JOURNALISM & MASS COMMUNICATION

APPENDIX 5: TURINITIN ORIGINALITY FORM

30/11/2021, 12:10

Turnitin Originality Report

Processed on: 30-Nov-2021 10:59 EAT
ID: 1716184534
Word Count: 18980
Submitted: 1

Social Media Incorporation into Modern Public Relations Practice in Kenya: Perspectives of active Public Relations Professionals In Nairobi By Henry Ndirangu

2% match (Internet from 22-Nov-2020)

https://www.

Similarity Index	Similarity by Source	
8%	Internet Sources:	7%
	Publications:	3%
	Student Papers:	5%

communicationtheory.org/diffusion-of-innovation-theory/

1% match (Internet from 19-Jul-2020)
https://nivedita-sharma.blogspot.com/p/public-relations.html

1% match (student papers from 22-Nov-2021)
Class: MA Projects
Assignment: MA Projects
Paper ID: 1709929084

1% match (Internet from 20-Nov-2020)
http://www.communicationstudies.com/communication-theories/social-penetration-theory

1% match (Internet from 04-Sep-2012)
http://etd.ohiolink.edu/send-pdf.cgi/Kiambi%20Dane%20Mwirigi.pdf?miami1282847327

< 1% match (Internet from 17-Jul-2021)
https://iuokada.edu.ng/wp-content/uploads/2021/04/SOCIAL-MEDIA-AND-JOURNALISM-PRACTICE-AT-THE-12-1.pdf

< 1% match (student papers from 10-Jul-2017)
Submitted to Universiti Teknologi MARA on 2017-07-10

< 1% match (student papers from 13-May-2021)
Submitted to University of Bolton on 2021-05-13

< 1% match (publications)
Yi Luo, Hua Jiang, Owen Kulemeka, "Strategic Social Media Management and Public Relations Leadership: Insights from Industry Leaders", International Journal of Strategic Communication, 2015

UNIVERSITY OF NAIROBI
01 DEC 2021

https://mail-attachment.googleusercontent.com/attachment/u/0...3At3AOWI9jBuhEReWfRxX9b27XaOJ1wxst9yMOm5JKkT-It8wuQB3iOupyzg Page 1 of 32